

Management

METHODS

MARCH 1960

ACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



*How to
handle
the
problem
drinker*



DEMONSTRATE
your products with
SHOWMANSHIP

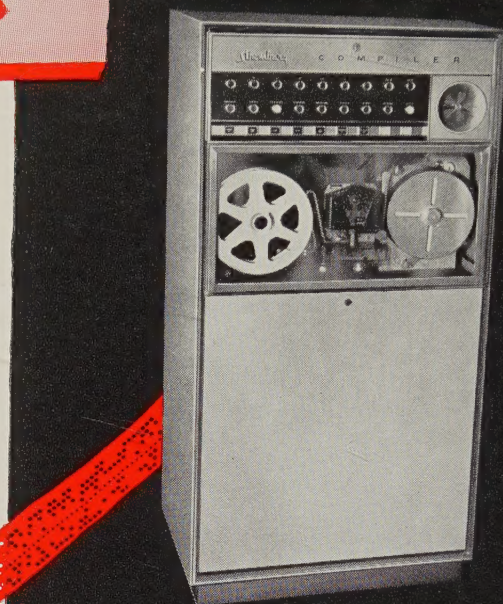


S KENDALL OF AMERICAN MARC INC.—

erate a business from just an idea

SEE COMPLETE
CONTENTS ON
PAGE 3

- **NEW ACCURACY**
- **AND SPEED**
- **IN INDUSTRIAL**
- **DATA COLLECTION**



Now—from STROMBERG...

The TRANSACTION* System... A NEW MANAGEMENT TOOL

The TRANSACTION System is an automatic input device, designed and engineered to provide any company with an incredibly accurate and rapid information link between many, widely scattered factory locations and a central data processing center. The unique advantages of the TRANSACTION System help to make possible a more profitable utilization of the capacities inherent in your existing or planned-for data processing center.

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(Circle number 171 for more information)

Check and Compare these **TRANSACTION System** Advantages:

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ERROR PREVENTION

- Correct number and combination of data cards; dials are required before transmission is possible.
- Visual verification of valid information before and after each transaction.
- Data dials reset automatically to zero, by card removal after each transmission.

ERROR DETECTION

- Automatic checking of proper length and timing; message length and character composition. Automatic re-transmission is available.

SPEED

- Reading, transmission and recording at 60 characters per second.
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- Permits variable message lengths up to 150 characters.
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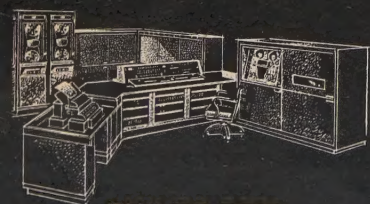


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• • • • •

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Philco provides every important service including: automatic programming, programming library, on-site maintenance and training tailored to your needs.

• • • • •

WRITE today for your copy of this new brochure on the Philco 2000 computer . . . the first fully-transistorized large scale data processing system and the only asynchronous general purpose system available.



• • • • •

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COMPUTER DIVISION
4700 WISSAHICKON AVENUE
PHILADELPHIA 44, PENNSYLVANIA



MARCH 1960

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Management

METHOD

Volume 17

Number

22 West Putnam Ave., Greenwich, Conn.

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A publication of

MANAGEMENT MAGAZINES, Inc.

22 West Putnam Avenue, Greenwich, Conn.
Townsend 9-8585

President, W. S. Kline; Executive Vice President, J. W. Harris; Vice Presidents, R. R. Conarroe, H. Gil Hand; Secretary-Treasurer, E. D. Kline

SUBSCRIPTIONS: In United States and Possessions one year \$5.00; two years \$9.00. Canada & Mexico one year \$6.00. Foreign subscriptions \$10.00. Single copies \$.75. When possible, back issues of tear sheets of articles will be provided. Enclose \$1 for each back issue and \$.50 for each back article requested, to cover costs of handling.



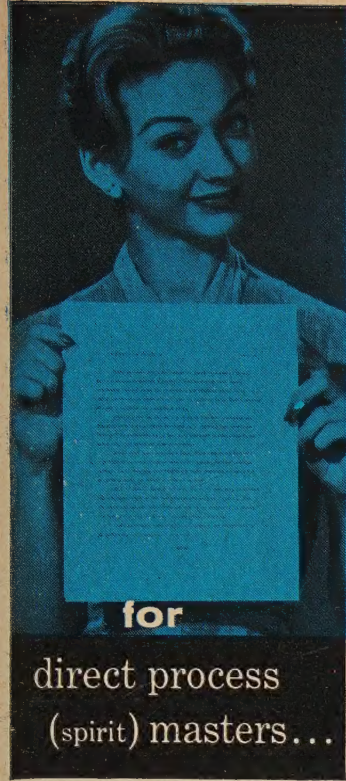
Member of Business
Publications Audit

Management Methods is indexed
in the Business Periodicals Index

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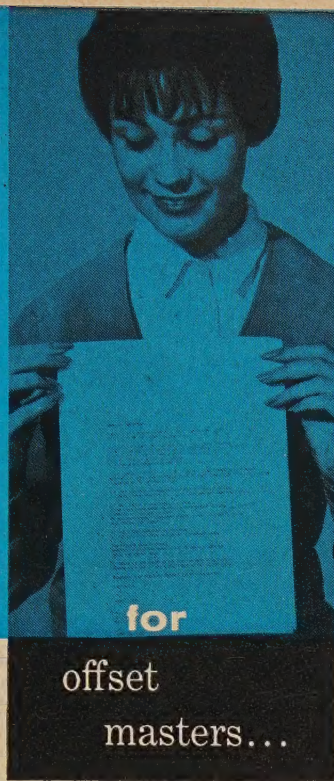
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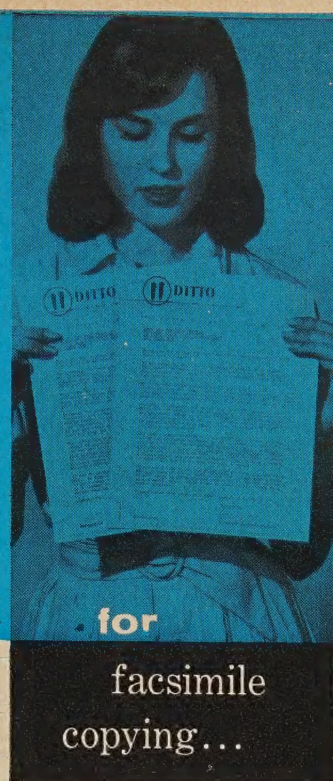
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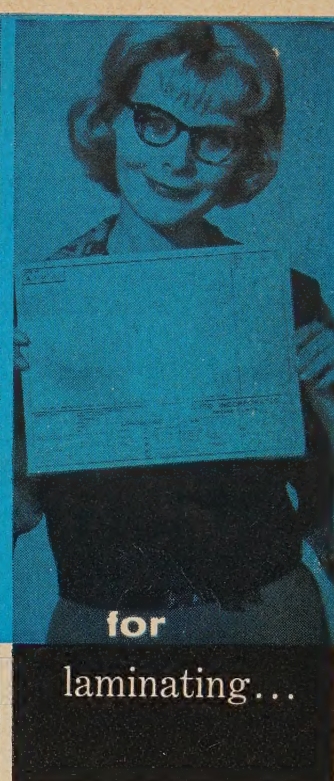
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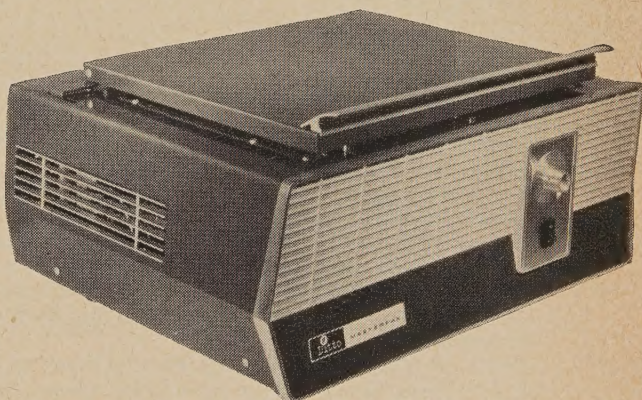
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Letters

How to get ideas from people

SIR: I read with great interest Louis Allen's article on "How to get a man to really work hard" [MM, Feb. '59] in which he made a number of very worthwhile points.

At Avien, a definite approach has been evolved as a means of encouraging the ultimate in development and output from personnel.

Our key to such encouragement has two elements. First, we foster an atmosphere throughout the company of an independence of operation for a man's job. Second, we establish an over-all means of controlling his activities, but also give him "room" in which to work.

Have you ever seen a man start up with an idea and then shrug it off because "it'll involve too much time on this approach"? We all have seen this happen time and again. And the result is that many good and productive ideas are dead before they start. The pity of this, of course, is that these very ideas, and their encouragement, not only open up new areas of development for the company, but equally important, stimulate the individual to greater output and more intense interest in his job.

At Avien, we attempt to cut across this path of inertia by constantly hammering home the thought: "Are we killing our brain children?" Are we throttling creative ideas before they have a chance to develop, to be put down on paper, considered, explored and then perhaps developed further?

As designers of missiles, undersea and aircraft control and monitor systems, ideas are an especially precious commodity with us, because

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PERFORMANCE

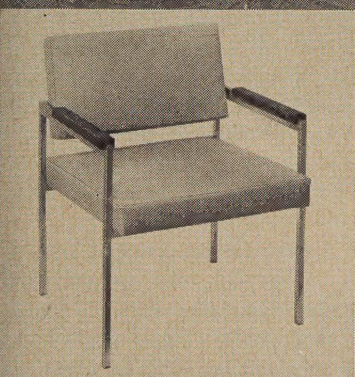
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Chairs by **Do More Chair Co., Inc.** Elkhart, Indiana



Work seems to go more quickly, smoothly, pleasantly when your office is comfortable and colorful. Office chairs upholstered with modern Naugahyde and cushioned with the proven long-lasting luxury of Koylon foam give you both—and complete practicality, as well. For this finest of all vinyl upholstery is a bear for wear . . . resists spots, stains and scuffs, needs only a damp cloth to keep it bright and fresh. Both famous U.S. Naugahyde and the new, breathable U.S. Naugaweave come in a wide range of patterns, colors, and textures. Remember—there is only *one* Naugahyde and *one* Koylon Foam. For the ultimate in long-lasting beauty and comfort, specify them by name next time you buy new office furniture.



United States Rubber

Coated Fabrics and Koylon Seating Dept., Mishawaka, Indiana

In Canada: Dominion Rubber Company, Ltd.

(Circle number 147 for more information)

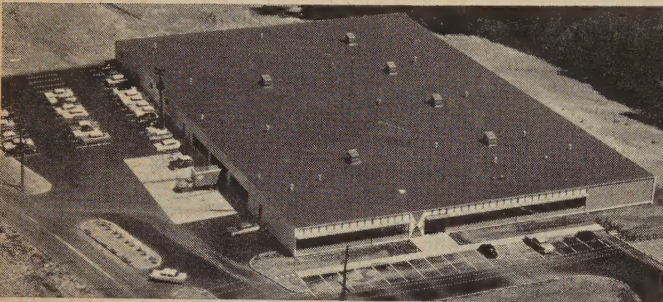
A PLANT



\$4.81
per sq. ft.

72,800 sq. ft. Jumbo brick on steel columns. Ceiling height 13'. 100% sprinklered. 37,000 sq. ft. air conditioned. 100% financed by local interests.

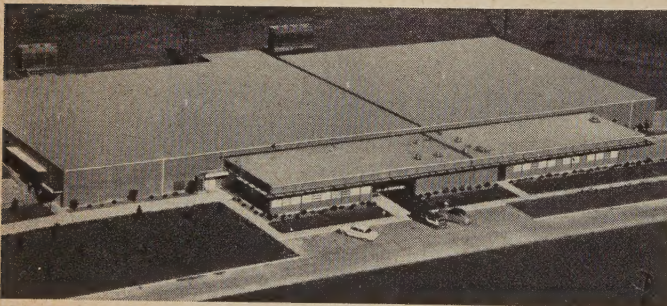
COSTS LESS



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60,000 sq. ft. Steel and masonry construction. Ceiling heights 18'—12'—10'. 100% sprinklered. Office air conditioned. Landscaping and spotlights included in contract.

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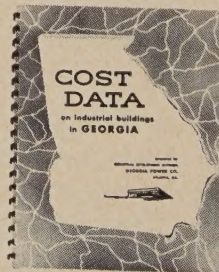
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per sq. ft.

54,000 sq. ft. Steel and masonry. Jumbo brick, face brick, aluminum curtain walls. 100% sprinklered and air conditioned. Paved parking for 200 cars.

In Georgia, heartland of the rich southeastern market, new factories and warehouses of national concerns are being built at an ever-increasing rate. And they are being built at costs well below those that prevail in other sections, as you can see from the typical examples above.

WRITE FOR YOUR FREE COPY

The 1960 edition of our building cost data book contains photographs and complete specifications of many recently constructed plants, together with cost information. You'll find it highly interesting.



E. A. YATES, Jr., Vice President

GEORGIA POWER COMPANY Industrial Development Division

Box 1719J Atlanta 1, Ga. Phone JAcKson 2-6121

(Circle number 123 for more information)

of constantly changing technology. But all firms want ideas.

And ideas must, of course, come from people. But they will only come when the people are highly interested in their work, and have been encouraged to "nurture their babies," i.e. their ideas. From this atmosphere of encouragement, it is only a natural progression to a point where a man develops and sharpens his abilities and interests.

This is our approach to overseeing this idea development and stimulation of the individual so that his activities can be effectively managed, but without stifling him. Such management breaks down into two phases.

Phase one is concerned with encouraging the man in his work. We alert every level of management that it must be open to ideas from their personnel, and must encourage these persons to at least get the idea down on paper so it can be considered at higher levels.

Phase two is concerned with the actual management function of evaluating the idea from two angles. First, is the idea applicable to our broad scheme of operations? Two ideas may be relatively equal in initial worth. But one of these may have far more potential.

If the idea does not appear to fit into the broad framework, then it must be discouraged before the person goes too far off on a tangent. However, if the idea is applicable, then the person must be further encouraged to develop it to the point where engineering, marketing or manufacturing can really probe into its possibilities.

Vital to this management operation is a group we established some time ago: our Future Products Committee. This top level team is geared to think in terms of the "broad brush" approach to markets and technology.

This committee, of course, does a good deal of independent thinking of its own. But it also serves as the clearinghouse for ideas at all levels.

LEO A. WEISS, PRESIDENT
AVIEN, INC., WOODSIDE, N. Y.

The case for rail proximity

SIR: We have read and reread, with great interest, your article "Have you considered an airport plan

Another example of Addressograph-Multigraph cost-cutting



Shown above in Whirlpool's St. Joseph automatic washer plant are (right) H. J. Coon, Mgr., Systems and Procedures, and (left) J. L. Schoonover, Procedures Analyst

Now they're saving \$50,000 a year ...with Multigraph Methods

After carefully analyzing Whirlpool Corporation's requirements for printed materials—forms, manuals, promotional literature, etc.—a Multigraph representative made this proposal: Multigraph Methods could save \$50,000 a year on \$175,000 worth of printing.

"Too good to be true," said the company and called in unbiased consultants—a printing expert and a CPA. Result: the estimated savings were found to be entirely feasible! Here are some reasons why: inventories would be reduced by gearing quantities produced to immediate requirements. Obsolescence

would be largely eliminated. Storage space would be saved. Costs would be cut in many ways.

On the basis of this analysis, Whirlpool Corporation went ahead with the recommended installation . . . and is now actually saving more than \$4,000 per month as a result of the Multigraph installation.

Your business, large or small, can gain important cost-cutting advantages through Multigraph Methods. Ask your nearby Multigraph representative to show you how. Or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.



Multigraph Multilith Offset Duplicator, Model 1250

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*Trade-Mark

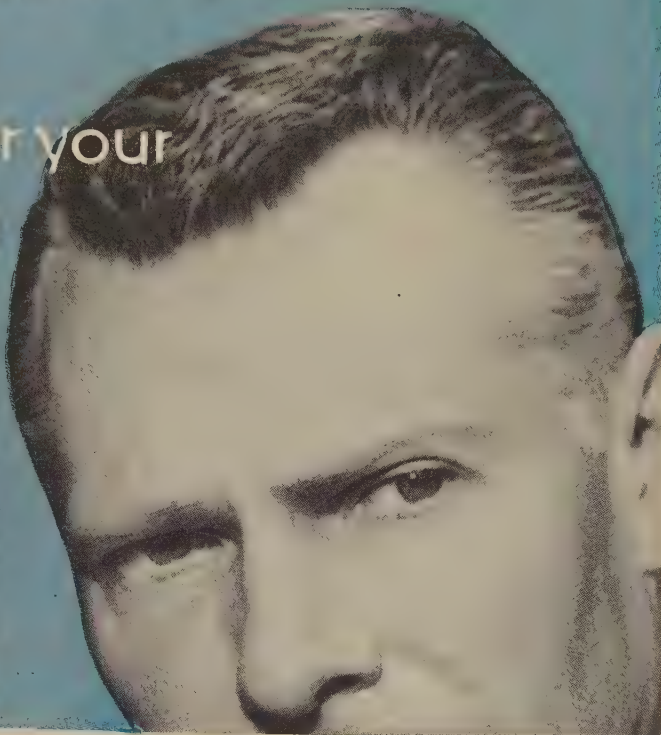
**Cutting costs
is our business**

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SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS

(Circle number 103 for more information)

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most promise
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under your
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site?" by Charles C. Gaudio [*MM*
Dec, '59]. We were particularly in-
terested in the photograph of the
new Kroger Co. warehouse and
bakery and the listing of other in-
dustries in this area.

We are not, however, particu-
larly gratified at the author's im-
plication that these firms select
their plant sites because of prox-
imity to the airport and air service.
The facts would indicate that this
was the least of their considera-
tions, if indeed a factor at all.

The industrial area in which
these firms are located is one
which was started in 1945 when
the Wabash Railroad recognized
the future possibilities of the area
for industry and began to acquire
acreage. These advantages hinge
on such matters as suburban loca-
tion, availability of manpower,
utilities, rail and road transporta-
tion, rather than the proximity to
the airport.

The airport is owned by the City
of St. Louis and controlled by the
Airport Commission. It has been
against industrial development in
this area and has, in fact, pur-
chased 114 acres of adjacent
ground in order to keep it from
being developed industrially.

The Wabash System, during the
years 1945 to 1959, has purchased
approximately 3,600 acres at a cost
of several million dollars. More
than 900 acres have been sold to
industry, and several hundred acres
additional are under short and long-
term leases. We have never heard
of the owners or commissioners of
an airport or an airline company
cooperating with industry by pur-
chasing, holding and developing
land for future industrial develop-
ment.

We are quite proud of our St.
Louis Municipal Airport, and in-
deed are among its largest sup-
porters through our tax payments.
We must, however, take exception
to the thought implanted by Mr.
Gaudio that industrial develop-
ment in this area was created by close
proximity to the airport, and to the
omission of the part played by the
Wabash in establishing and foster-
ing this growth.

H. H. MCINTYRE, DIRECTOR
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TABULATING
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General Offices: High Point, North Carolina
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Teletype machines help cut costly paperwork

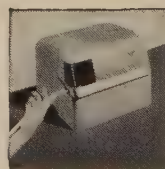
A Teletype machine equipped with a simple sprocket-feed mechanism can handle multi-carbon forms as readily as the more familiar plain paper on which messages are transmitted. Thus distances can be bridged not only with information, but with information that is preprocessed, ready to go to work.

Example: A sales order is transmitted from branch office to home office and reproduced accurately and precisely on a form in the Teletype machine—with carbons for production, accounting, shipping, etc. No further order-writing effort needed, no recopying errors.

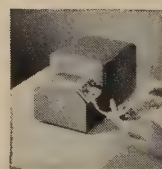
Teletype printers handle a wide variety of multi-copy forms. Moreover, the usefulness of this technique can be further extended with Teletype tape punching and reading equipment—which can capture, store and utilize repetitive data to further mechanize paperwork procedures.

For more information about Teletype Model 28 equipment, please write to Teletype Corporation, Dept. 17C, 4100 Fullerton Ave., Chicago 39, Illinois.

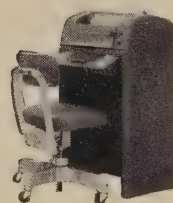
(Circle number 172 for more information)



Typing Tape Punch



Tape Reader



Send-Receive Page Printer

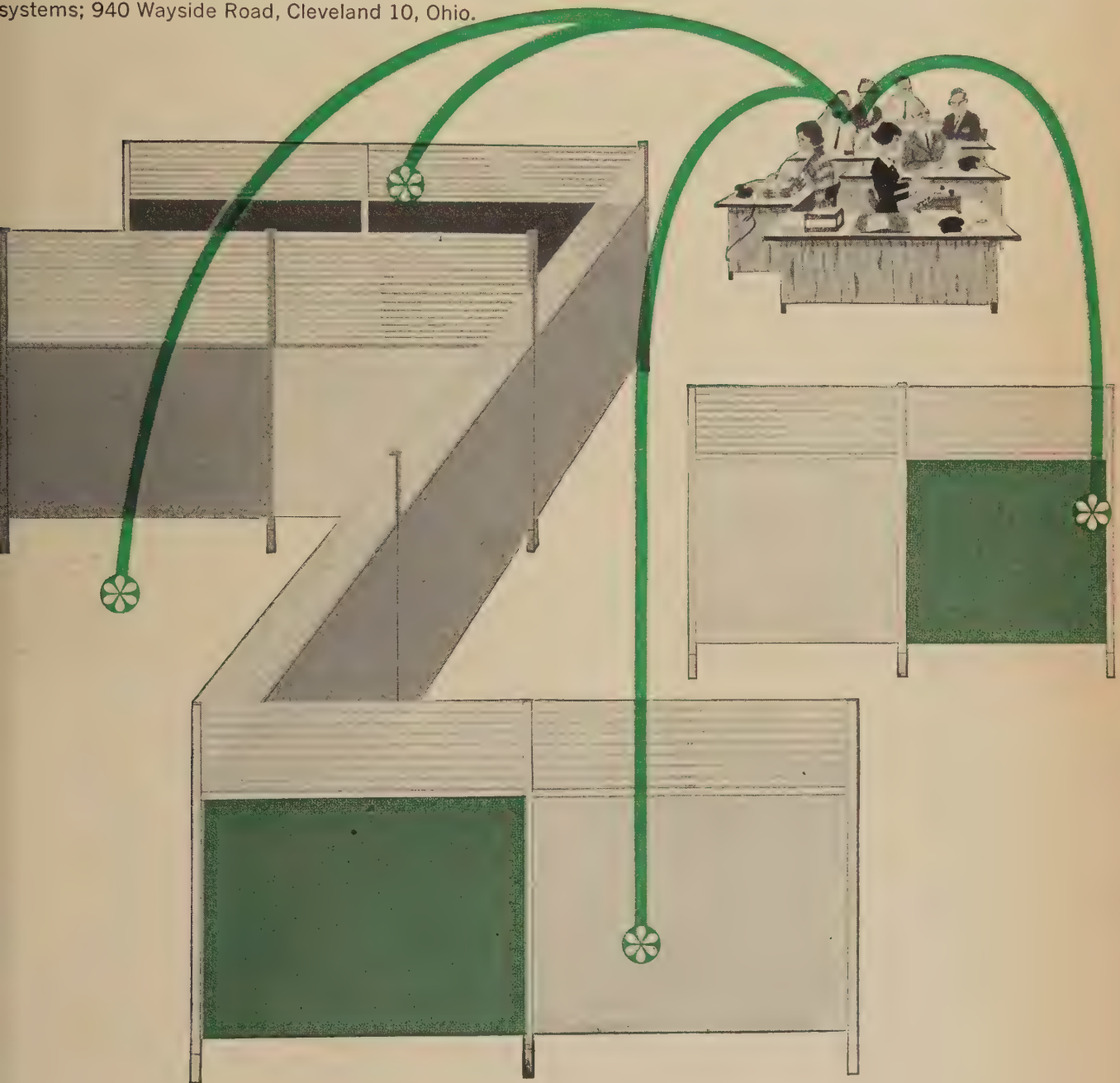


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Space-Conditioning:
a total concept by Mills.
Control • Comfort
Privacy • Efficiency
Beauty


MILLS

(Circle number 136 for more information)

YOURS FOR THE ASKING

These booklets—promotional and otherwise—contain ideas of possible profit to you. Each item listed will be sent to you without cost.

FOR FREE COPIES, USE READER SERVICE CARD OR WRITE DIRECT

Personnel history inventory

Besides serving the usual purpose, personnel managers find a newly designed application blank an effective way to inventory skills, capabilities, motivations and ambitions of employees.

Prepared by Edgar S. Ellman & Associates, the compact but complete form is called the "Personal History Inventory." It can be used for office, warehouse or factory workers.

A free sample of this modern application blank will be sent to you if you circle number 267 on the Reader Service Card.

New postal rate chart

Fourth class postal rates were revised on February 1. A rate conversion chart reflecting these new rates is offered without charge by Detector Scales, Inc.

It gives a comprehensive breakdown of postal charges by weight and zone of destination. It includes both previous rates and the new rates in easy-to-read arrangement.

For your free fourth class postal rate conversion chart, circle number 250 on the Reader Service Card.

One-day inventory system

"12 steps to an Accurate Inventory" is a new booklet offered by Tag Manufacturers Institute.

Fast, effective and economical, the tag inventory system has been tested successfully by many sizes and types of firms.

Even a large plant, the booklet

states, can take inventory in a single day using the simple method outlined.

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Coordinated office furnishings

An 80-page, full color catalog of coordinated furnishings for the modern office is offered by Cole Steel Equipment Co., Inc.

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Complete buying information is detailed—dimensions, weight, colors, materials and price.

For your free copy of this catalog, circle number 255 on the Reader Service Card.

Modernization of wiring

"The Big Difference is Planned Profit Power" is a 16-page booklet detailing the many ways electricity can help businesses to increase sales and profits.

It includes 75 photographs of different types of enterprises as well as case histories of the benefits realized through electrical modernization.

For a free copy of this booklet, published by the National Wiring Bureau, circle number 252 on the Reader Service Card.

Facts about Tennessee

If you're seeking a new plant location, you may want to review the industrial advantages of Ten-

nessee detailed in a new booklet by that state's Department of Conservation and Commerce.

Caliber of labor, raw materials, fuel and power, transportation, recreational facilities are some of the resources covered.

For a free copy of "Basic Data on Industrial Tennessee," circle number 214 on the Reader Service Card.

Aid to work flow charting

A free kit to simplify work flow planning is offered by Tab Products Co.

Pressure-sensitive stickers, which can be re-arranged at will, signal standard flow chart symbols. Instructions for plotting work flow on the charting area are included.

For your chart planning kit, circle number 212 on the Reader Service Card.

How to move your household

Executives who are being transferred or just moving from one house to another will find this booklet helpful.

Prepared by United Van Lines "Pre-Planned Moving" is a complete guide on what to do before, during and after your move.

It will help you set up a workable time schedule to accomplish the move with minimum confusion and work.

Included in the booklet are practical checklists, room inventories, package content labels—even a dozen postcards to spread the news of your new address.

If you'd like a copy of this guide, just circle number 215 on the Reader Service Card.

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about the new Call Director telephone?

Businessmen everywhere are praising this versatile, new equipment. For example...



E. E. Price, President, MacMillan Oil Company of Florida, Inc., Hialeah, Florida: "We are very pleased with our new Call Director and intercom telephone system. Incoming and interoffice calls can now be handled far more quickly and efficiently since we have two separate channels of communication to use at all times. I know we have improved our customer relations and increased our sales as well, thanks to the Call Director."



Vernon Tock, Business Manager, Carle Hospital Clinic, Urbana, Illinois: "We have 88 Call Director telephones in our new clinic building. Previously, with our large volume of incoming calls, each doctor had to have two phones on his desk, plus other space-consuming equipment. Now one Call Director serves him, and lets him take calls on any one of ten lines. The Call Director has enabled us to streamline our entire routine for handling patients' calls. We're very enthusiastic about it."



Stuart Armstrong, Assistant Vice President and Manager, The Bank of Douglas, Tucson, Arizona: "We accepted your proposal to use Call Director telephones to get the added business lines and extension stations our growing branch bank needed. As a result, our service to our customers has noticeably increased—and we are operating with greater convenience, efficiency and speed. Our thanks to your company and to the Call Director."



Available in 18-button and 30-button models — In gray, green or beige, with contrasting face plates.

Learn how the Call Director telephone with Bell System intercom can be tailored to the exact needs of *your* business. Just call your Bell Telephone business office, and a representative will visit you at your convenience. No obligation, of course.

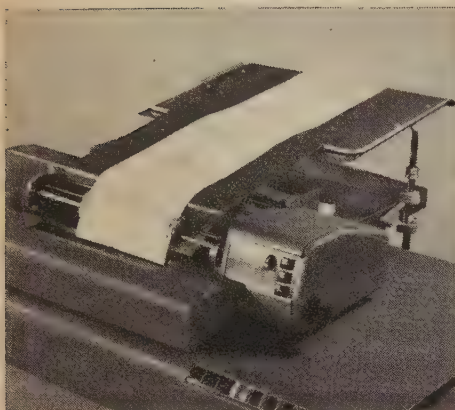
BELL TELEPHONE SYSTEM



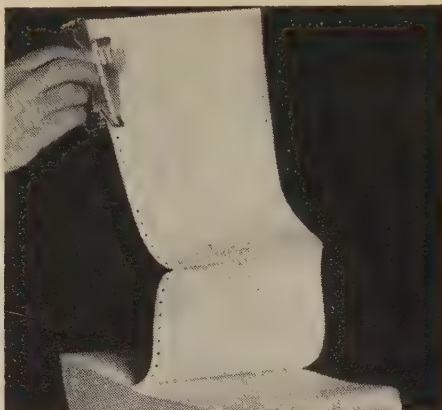
NEW

Moore Speediflex

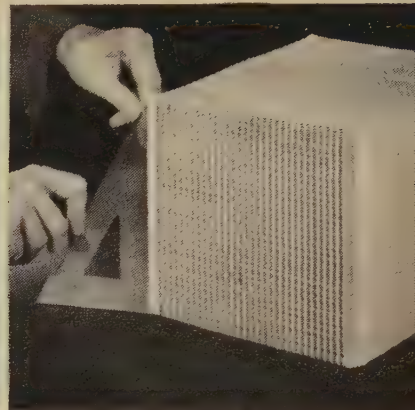
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2 PERFECT REGISTER, because there's no tenting or peaking, and both sides flow freely in natural, flexible movement.



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This Moore 'first'—a brand new concept—results in new forms-handling efficiency for users of continuous marginal punched forms. The revolutionary new dimension is the flex-cut carbon. It acts as a flexible bond between the various parts, and allows the Speediflex unit to flow naturally without 'tenting' or 'peaking,' aligning at the point of writing for perfect part-to-part register. This great new form introduces many other forms-handling benefits. For a demonstration, look up the Moore man in the telephone directory or write the nearest Moore office.

Speediflex is a patented product of Moore Business Forms, Inc.

MOORE BUSINESS FORMS, INC., Niagara Falls, N. Y.; Denton, Texas; Emeryville, Calif. *Over 300 offices and factories throughout the United States, Canada, Mexico, Cuba, Caribbean and Central America.*



Build control with

MOORE BUSINESS FORMS

(Circle number 138 for more information)

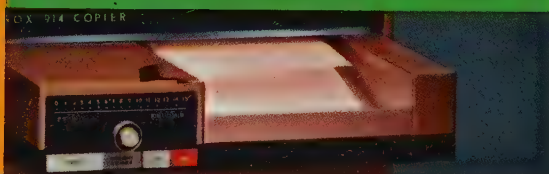
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**No exposure
adjustments
... no waste
... no wet chemicals**

**Just
push a button
... copies flow!**

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(Left) XEROX® COPYFLO® 24 CONTINUOUS PRINTER—vital link in the revolutionary concept known as Unitized Microfilm Systems; machine turns out in seconds a series of engineering drawings up to 24" wide from microfilm mounted in data-processing cards. (Center, rear) XEROX COPYFLO 11 CONTINUOUS PRINTER—automatic xerography at its brilliant best; typifies line of Copyflo printers that offer dramatic savings in time, money, space and materials. (Center, foreground) XEROX COPYFLO 1824 PRINTER—newest star of the Copyflo printers; for small-volume users of engineering drawings or large, decentralized users; enlarges 35mm microfilm frame to positive, dry, 18"x24" copy of original drawing. (Right) STANDARD XEROX COPYFLO EQUIPMENT WITH XEROX No. 4 CAMERA—backbone of xerographic line; enlarges, reduces, or copies size-to-size anything written, typed, printed, or drawn up to 17"x22"; Special equipment for larger originals... For full information on any of the above xerographic products, write HALOID XEROX INC., 9X-1 Haloid St., Rochester 3, N. Y. Branch offices in principal U.S. and Canadian cities.

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HALOID XEROX



Tax Quiz

A digest of recent court cases compiled by Benjamin Newman, Tax Attorney, Koenig & Bachner, New York

THE QUESTION

Two brothers advanced money to a partnership. They expected repayment of the loan, but charged no interest. However, they expected one-sixth of the partnership profits. The money loaned was not repaid. Were the brothers' losses deductible in full or in part?

The facts—A and B, two brothers, advanced a substantial sum of money to a partnership consisting of four equal partners, a third brother, his wife and two unrelated persons. The terms of the loan were that after three years A and B would receive one-sixth of the profits of the partnership. At that time, the partnership could elect to repay the sum loaned without interest or to extend the agreement for a similar three-year period.

Less than three years after the loan was made, a fire destroyed the plant and the company's books. The partnership dissolved. Although a distribution was made to the other creditors of the partnership, A and B received nothing.

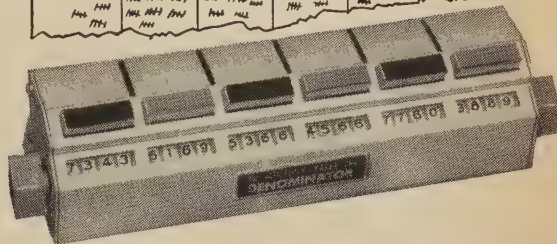
In filing their tax returns for the year the partnership was dissolved, A and B deducted from their income the entire sum loaned. The Commissioner of Internal Revenue objected on the ground that the loss occurred as a result of a non-business bad debt, which is considered a short-term capital loss under the Internal Revenue Code.

The ruling—The Circuit Court of Appeals agreed with the Commissioner's contention that the brothers were not in the business of lending money, but found that this fact alone did not make the loss a non-business bad debt. The fact that A and B were to receive one-sixth of the partnership profits in addition to repayment of the sum loaned was deemed of great importance in classifying the loss. That indicated that A and B had entered into the loan agreement in order to make a profit. Therefore the loss was not a non-business bad debt.

Loans to relatives are always closely scrutinized by Internal Revenue because such loans are usually made for reasons other than profit. The Commissioner put forth this very argument in the case of A and B. However, the scales were tipped in favor of the brothers

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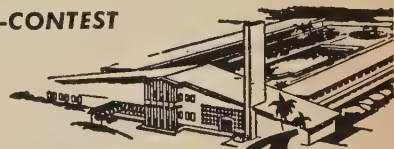
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offices in 122 cities in U. S. and Canada.

because two of the four stockholders were not related to them.

Starr vs. Commissioner of Internal Revenue, U.S. Court of Appeals, 7th Circuit, Nos. 12550, 12551, May 20th, 1959.

THE QUESTION

A corporation went out of business. It made a "return of capital" to the stockholders that was approximately the amount of money available for distribution as dividends. Is it taxable as a dividend?

The facts—X and Y were the sole stockholders of the Z corporation, which served as a jobber for two watch manufacturing companies. Early in World War II, the companies decided to stop making watches until the war's end.

Since Z corporation expected to represent the companies again when the companies resumed watch-making, it accumulated \$50,000 in U.S. bonds to be used as working capital. But when the watch companies returned to production, they decided to deal directly with the retailers.

No longer having any need for the \$50,000, Z corporation retired \$50,000 worth of its preferred stock and gave bonds worth \$44,150 and \$5,850 to A and B respectively.

On the premise that they received a non-taxable return of capital, A and B did not report the value of the bonds in their income tax returns. However, the Commissioner of Internal Revenue had a different theory.

He argued that nearly \$50,000, specifically the sum of \$44,500, was available to Z corporation for dividend distribution on the date the preferred stock was retired. Hence what A and B called return of capital was actually a distribution "essentially equivalent to a dividend," taxable as ordinary income.

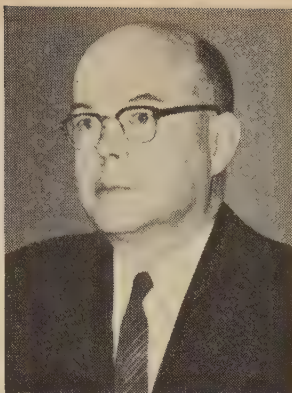
The ruling—The U.S. Tax Court ruled in favor of A and B.

Amounts actually received by each stockholder were not similar to the amounts they would have received in a dividend distribution. A received more than seven times as much money as B. Had a dividend been declared, A would have received only twice as much as B.

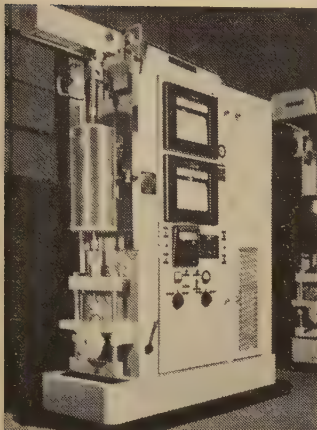
Estate of Abraham Frisch, Deceased, etc. v. Commissioner of Internal Revenue, U.S. Tax Court, decided April 20, 1959.



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W. J. O'CONNOR, PRESIDENT of
the Arcweld Manufacturing
Company, Grove City, Penna.



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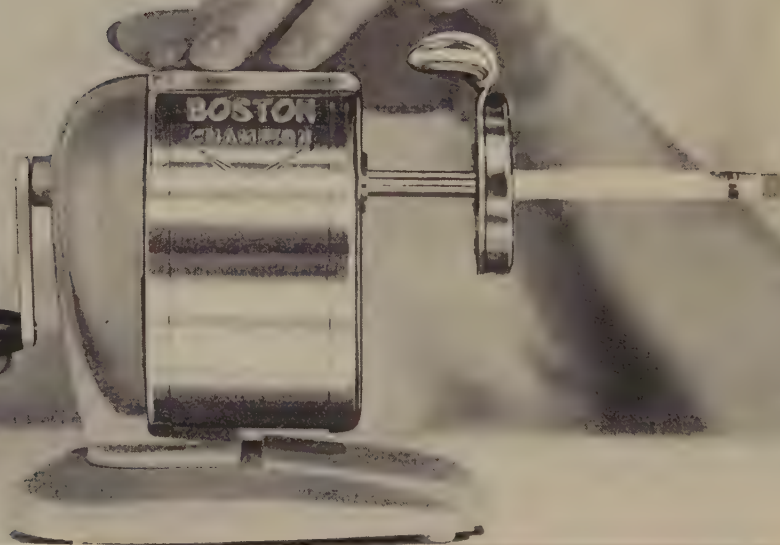
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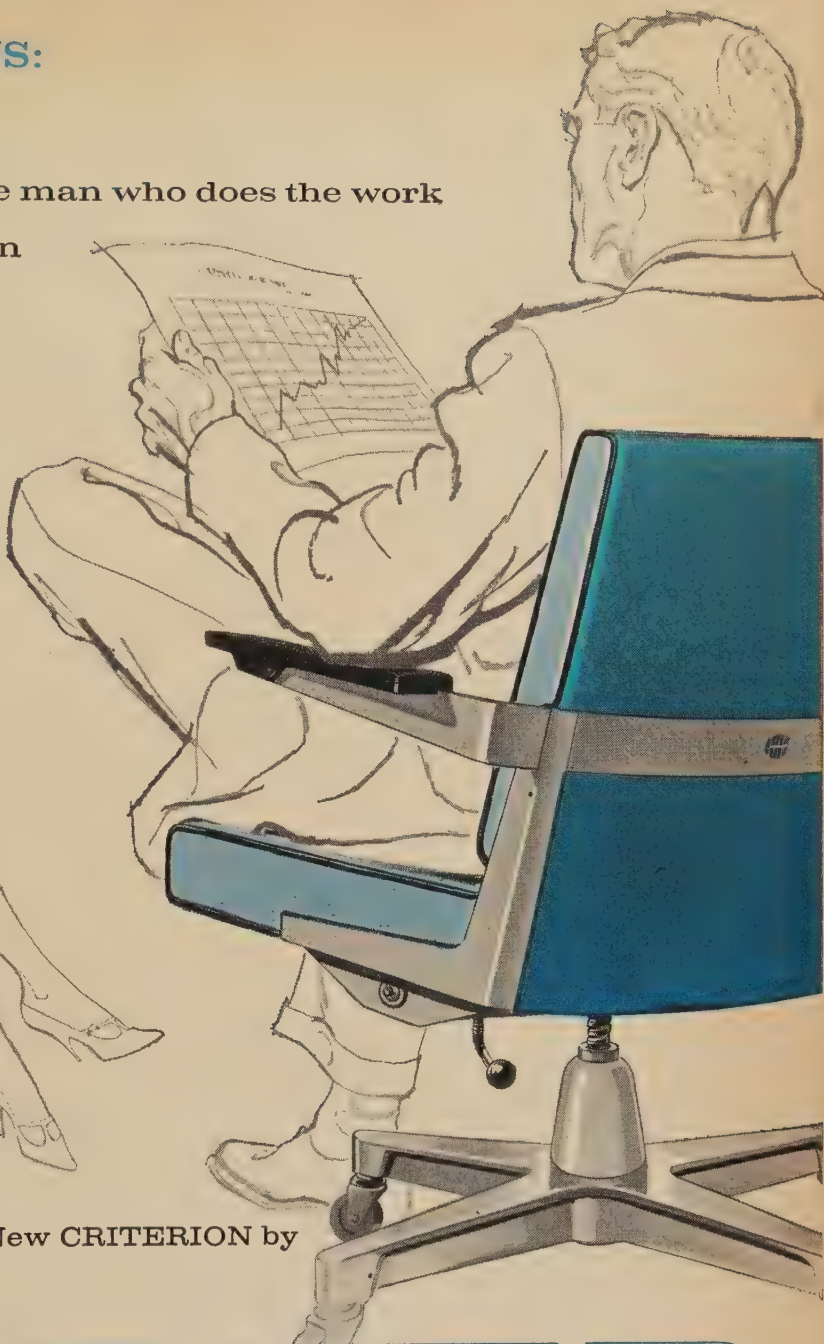
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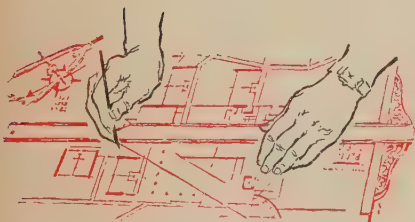
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Individual Action Reports—sent to you on a daily basis, during the 90-day period from April 1, 1960, through June 30, 1960, can give you and your salesmen these facts:

- the name, address, and present enrollment of every school district now building or about to build.
- the type of new structure, and its capacity.
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- the architect's name, if appointed.

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Semi-annually you will get a complete statistical projection of every school structure either planned for construction to begin, or scheduled for occupancy during each of the next three quarterly periods to come. This projection will be reported by state and county.

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It differs in two important ways:

1) Unlike other services which report only after an architect has been appointed or new construction is announced, this new service will include building proposals while they still are in the contemplated stage. In many cases, school officials will not have announced their intent to build as a formal proposition to the voters. With this advance information, there is ample opportunity to make a creative and thorough selling effort before school officials are

under pressure and before selection becomes primarily a matter of price.

2) This is the only truly *national* school construction reporting service covering all 50 states. It is made possible by the fact that School Management Magazines, Inc., is the only organization in the U.S. that is able to identify, on a current basis, every public school district with over 300 students enrolled. Through its subsidiary, School Construction Services, a continuing contact is maintained with the chief administrative officer in these districts. In turn, these officers report *IF* their district is contemplating new construction, *WHAT* is being planned and *WHEN* building will start.

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First, the "Action Reports" containing all the basic information outlined above will be mailed to you the day the data is received in our offices.

Transmit this report to your field sales force:

- It directs their attention to areas where activity is taking place.
- It saves sales time and increases sales efficiency.
- It provides you with a means of closer communication and control.

Second, the "Recaps" which you get every 30 days and the "Projections" which are issued semi-annually, enable you to measure and project school construction for the entire U. S. by state and county.

Thus, you can use this information:

- To measure the effectiveness of your individual sales territories and salesmen.
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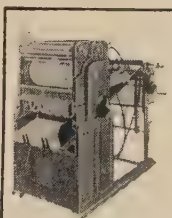
The Dual-Lith is used for all "professional-quality" work. It can turn out 100,000 impressions of a multi-color brochure to the same high standards with which it turns out 35 copies of the Board of Directors' report. And for workaday routine printing, the Dual-Lith 233's 14" by 17½" sheet size often allows several impressions of a job to be run on a single sheet. This means greater speed, efficiency and economy.

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WITH MODERN FURNISHINGS AND BETTER LAYOUT**

Indianapolis, Ind.—L. M. Brown Title Company gained needed space for larger work stations and more of them by combining modern furnishings and new office layout.

Shaw-Walker space-saver equipment, geared to every job function, freed space for the addition of four badly needed work stations, and point-of-use files at ten more stations.

The modernization paid another dividend—efficiency increased 20%, and morale reached an all-time high.

A new layout by Shaw-Walker's Paul Holcomb in collaboration with L. M. Brown's Executive V. P.

Sullivan organized the work flow by relating work stations to activities performed. The improved layout reduced employee travel by half and entirely eliminated distracting interruptions caused by customer traffic.

Clutter-Proof Expan-Desks give staff members more work surface (average increase, 50%) and provide extra drawers for storage and filing—all within quarter-turn reach.

Management offices were equipped with Carlyle—the desk Shaw-Walker designed for working executives. Carlyle's energy-saving conveniences provide specific in-drawer

(Circle number 170 for more information)

space for everything needed in, on or around the executive's desk.

It's easy to see for yourself how Shaw-Walker can help you effect similar economies. The complete 5000-item Shaw-Walker line is pictured, described, and priced in our new 248-page Office Guide catalog—ideas and equipment to save time, save space, and cut office costs. Free to office executives. Request on business letterhead, or phone your Shaw-Walker representative.

SHAW-WALKER

Largest Exclusive Makers of Office Equipment
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Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

COST CUTTERS

POOL PURCHASES OF CAR NEEDS

■ EXECUTIVES, SALES AND SERVICE men who own their own cars and use them for business can save themselves—or the company—money if they pool their operating purchases.

The two areas where this is especially applicable are recurring needs such as gas, oil and car washes, and automobile insurance.

If all salesmen, for instance, in one organization agree to buy gas from one source, usually the supplier will give a discount if requested. The same is often true with insurance agencies.

A Buffalo firm that tried this group purchase plan not only found it workable but welcomed by the suppliers getting the bulk business.

CONSIDER USE OF STOCK FORMS

■ IT ISN'T ALWAYS NECESSARY to have forms custom printed. Very often there's a standard form available to serve the purpose just as well at less cost.

Here are some of the cases when use of preprinted forms is an adequate answer to paperwork needs. They are suggested by Stock Forms Co., division of Moore Business Forms, Inc.

For internal use. When forms are

not used externally, there's usually no need to personalize them with company name and address.

For limited quantities. When you need only a small quantity of a certain form, it's uneconomical to design and print the short run. Ready made forms are available in endless variations to meet most needs.

For trial use. If your procedures are being revamped, you might try a stock form as a dry run before ordering large quantities of a special form that may later need revisions.

When low cost is major consideration. Small quantity users can purchase ready made forms at low mass produced stock prices.

For emergency supply. When need for a new form is immediate or when supply of a custom form has been exhausted, standard forms will tide you over the emergency.

MORALE BOOSTERS

ENLIST EMPLOYEES AS JOB RECRUITERS

■ MANY COMPANIES often find it difficult to fill certain specialized positions because of lack of qualified applicants.

At A. C. Spark Plug Division, GM, this lack has been alleviated



by encouraging employees to submit leads for such hard-to-fill posts. The spur is a \$50 savings bond awarded to any employee who furnishes the name and address of a potential applicant, subsequently hired, in specified technical and scientific fields. There is no limit on the number of leads turned in by any one employee.

The information is submitted to the personnel department which handles all details of arranging an interview.

Tried originally on an experimental basis, the plan has proved so successful that it has been extended indefinitely.

ESTABLISH A PROGRAM FOR CANCER DETECTION

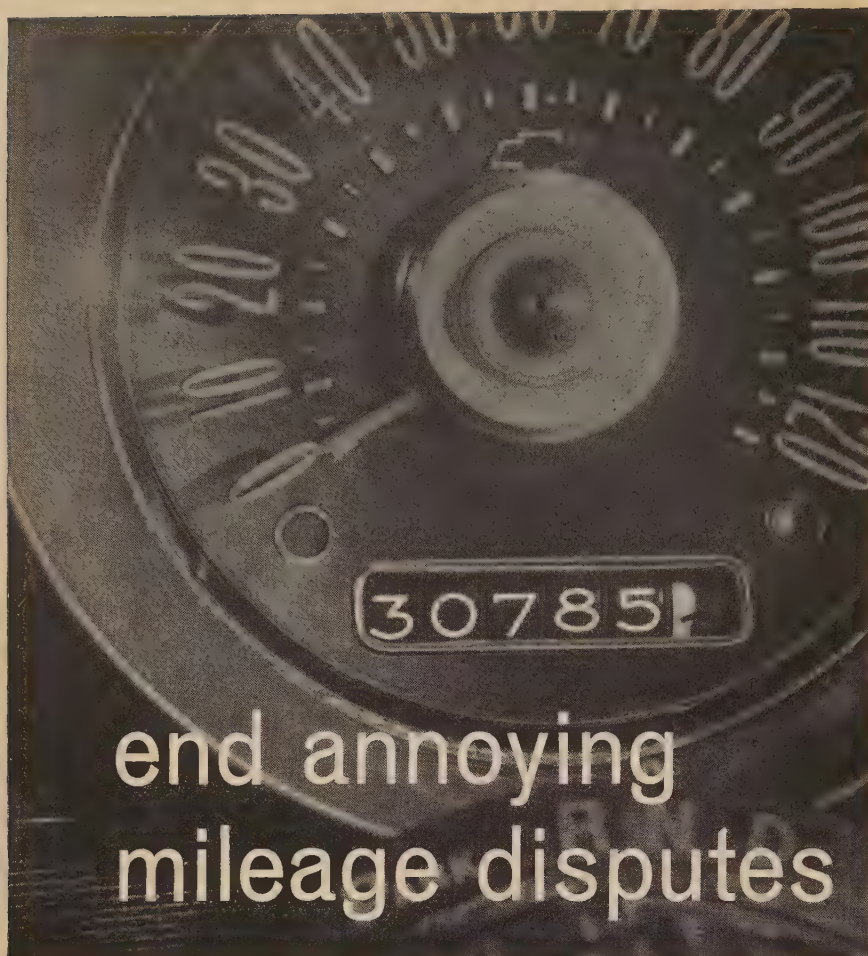
■ BARELY A HANDFUL of companies have cancer detection programs of any kind, according to the American Cancer Society.

The few that do have such programs report improved employee morale and lower turnover—not to mention humanitarian benefits.

Here are a few concrete results of company cancer detection campaigns, as reported by *Industrial Relations News*.

At Ford Instrument Co., Long Island, 492 employees were examined for cancer during a six-month period. Two cases of cancer were discovered, 25 benign tumors and 38 cases of lesions or tumors requiring treatment as a precaution against cancer. Average cost to the company per examination: \$10.

Pratt & Whitney Co., Inc., West

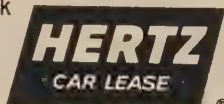


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CITY & STATE _____
NO. OF CARS OPERATED _____

(Circle number 130 for more information)

Hartford, Conn., supervises a most interesting breast cancer detection program for women. It is conducted jointly with nearby St. Francis Hospital and the American Cancer Society. In a five-month period 74 of the plant's 450 female employees took the examination. The three groups share the cost—major item being the \$3 charge for cytology examination. It's a continuing program, free to all personnel.

At West Point Manufacturing Co., West Point, Va., these are the vital statistics resulting from just three showings of one film on cancer detection education. About 90 women viewed the film. Many then visited their own physicians for a checkup. Of the 25 biopsies performed, nine cancer cases were discovered. After three years seven of these nine women are still living—a higher percentage than likely if malignancy had been discovered at a later stage.

As a first step in establishing a campaign for cancer education and detection in your company, contact the American Cancer Society, 521 West 57th St., New York 19.

PROBLEM STOPPERS

ALLEVIATE CONGESTION OF PARKING LOT

■ HERE'S A WAY to enlarge the capacity of your parking lot without the cost of adding to the actual space allotted.

Set aside an area exclusively for the use of foreign cars, sports and compact American cars. Parking



spaces in this special section are measured off in seven-foot widths rather than the usual eight-foot nine-inch widths. This accommodates 28 cars in the area formerly occupied by 21 cars.

This space-saving plan has worked out well for companies like State Mutual Life Assurance Co., Worcester, Mass. At minimum

ost, the company has gained a total of 33 additional parking spaces. Also, Melvin E. Wilson, director of home services, reports the proud parkers like to be tangled out as owners of smart small cars.

DON'T BROOD OVER YOUR WORRIES

"DON'T PUSH YOUR WORRIES behind you where they can heckle you out of your sight." So says Dr. R. H. Felix, director of the National Institute of Mental Health.

Bring your worries out in front of you. Look them over. Decide which ones you can do something about and which ones you'll have to live with.

Don't waste your energies on things you can't change. Go into action on those you can.

EAT CRITICS AND THE PUNCH

YOU CAN KNOCK the wind out of would-be needlers and detractors by admitting shortcomings or points of disagreement yourself before they have a chance to ask embarrassing questions.

As a case in point, one bank chairman at the annual meeting anticipated critical comments on a certain proposal by a small group of miffed shareholders.

The chairman was quick to air his as yet unspoken complaints. He admitted the logic of their viewpoint, then trotted out the reasons behind management's move. With the criticisms already acknowledged, not a stockholder actually objected to the proposal.

ERT STOCKHOLDERS O DECLARE DIVIDENDS

BY ENCLOSING A SMALL NOTICE with every dividend check mailed to share owners, corporations can help ward off a possible extra burden of paperwork later on. The federal government claims

"THERMO-FAX" COPYING MACHINES speed communications with 4-SECOND COPIES

*Only "Thermo-Fax" Copying Machines
do so many jobs ... so quickly,
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Speed and simplicity. "Thermo-Fax" Copying Machines give both because they're perfectly dry. Electricity alone does the copying. No chemicals to fuss with... no negatives to make. Copy directly from such originals as contracts, tax forms, correspondence—most things you ever need copies of—in just 4 seconds. And those copies can be on dignified white, bond-weight paper—or any of 6 distinctive colors. To see how this perfectly dry copying with "Thermo-Fax" Copying Machines can speed office communications—simplify most paperwork in every department—call your local dealer. Or mail the coupon.

"Machines that mean business"



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AND MANUFACTURING COMPANY

MINNESOTA MINING AND MANUFACTURING COMPANY
... WHERE RESEARCH IS THE KEY TO TOMORROW

(Circle number 137 for more information)

Minnesota Mining and Manufacturing Company
Dept. DCP-30, St. Paul 6, Minnesota

Please show us how "Thermo-Fax" Copying Machines can cut our office costs.

Name

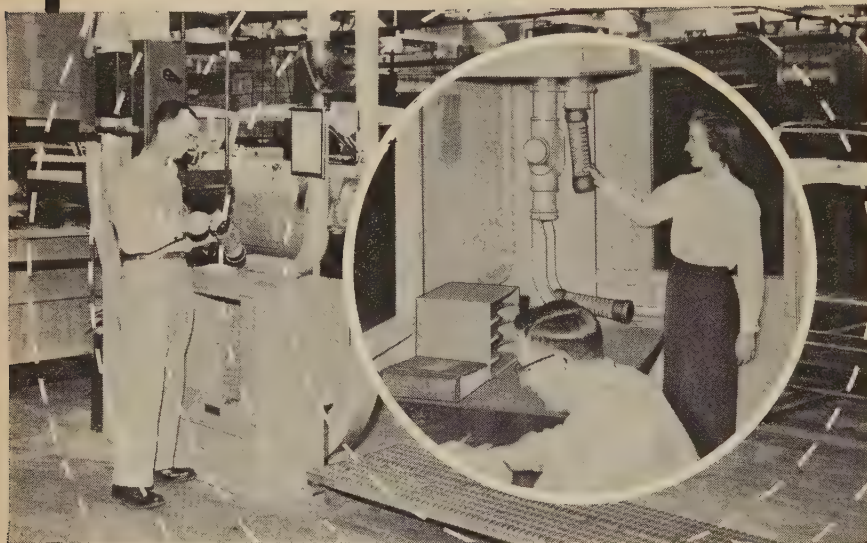
Company

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Now, all departments are but seconds apart and fully informed.

If time means money to you — why spend it on paper?
Stop for a moment. Try to estimate how much it costs to send one message from your department to another.

Multiply the costs

Now, envision a system whereby you place your message in a handy carrier, dial its destination, place it in a nearby LAMSON AUTOMATIC AIRTUBE and sit back confident that your message is flying through the air directly to its destination, arriving in a matter of seconds.

Multiply the service

Why not consult a LAMSON Field Engineer. He specializes in inner-communications systems that keep orders, invoices, records, punch cards, blueprints, small tools, samples, inter-office memos, mail . . . flying a controlled inner-air route at 25 feet per second, 24 hours a day — AUTOMATICALLY.

Multiply the savings

They will amortize the entire cost of the installation. Simply clip this advertisement to your letterhead for full information about Automatic Airtube Systems and mail to:

PIONEERS the Conquest OF INNER SPACE

LAMSON CORPORATION

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Manufacturers of Airtube® (Pneumatic Tube Systems) • Integrated Conveying Systems • Pallet Loaders •
Selective Vertical Conveyors • Bookveyors® Clinical • Trayveyors® • Food Service Systems •
Blowers and Exhausters • Exidust® Central Vacuum Cleaning Systems • Dryset® Air Vacuum Systems

(Circle number 132 for more information)



it loses vast sums in taxes each year because some shareholders neglect to declare some or all their dividends as income on their tax returns.

The Treasury Department is concerned over this serious tax loss. It has even considered asking Congress for a law requiring corporations to withhold taxes on dividends, as is now done on wages and salaries.

To stave off the mountain of paperwork this would entail, the American Institute of Certified Public Accountants urges corporations to warn stockholders of their dividend reporting responsibility.

A simple way is to use the official government form No. 52 prepared for this purpose. You can obtain copies from your District Director, U. S. Treasury Department, Internal Revenue Service.

GOODWILL CREATORS

SAY WELCOME IN A BOOKLET FOR VISITORS

■ To HELP VISITORS while away from their waiting time and promote a friendly feeling toward your company, have welcome booklets on your reception table.

Such booklets can serve to orient the visitor, give him company facts that will help him, and acquaint him with the area.

For instance, "Cordially Yours" is a slim pocket-size piece used by Davol Rubber Co., Providence, and just this. It leads off with a welcome that makes any visitor, regardless of his purpose, feel at home. It includes offers of extra service, such as "Want a taxicab? Our receptionist will be glad to call one for you."

A complete listing of names

titles of officers and administrative personnel directs the caller to the right person to see.

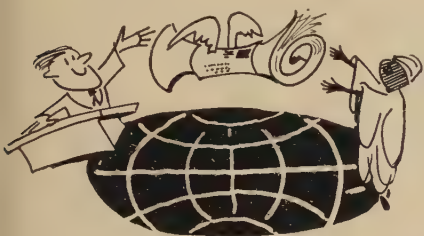
There's a guide to local hotels, motels, restaurants and theatres. A map of the area makes it easy for the visitor to find other places—or return to the Davol plant.

A thumbnail history of the company and a sampling of its wide line of products complete the orientation of the visitor. All said in a warm tone, this booklet helps give a cordial reception to all comers.

FURTHER KNOW HOW ABROAD THIS EASY WAY

■ WHEN MAGAZINES have made the rounds in your organization, why not extend their usefulness by mailing them overseas. They are most welcome there and mailing is simple.

Just slit the sides of an envelope and address it to Chief, U. S. Information Agency, in care of the



U. S. Embassy of any foreign capital you wish—except, of course, behind the Iron Curtain. Wrap the envelope around the publication and add third-class postage. On arrival, the USIA will distribute your magazines where most needed.

Technical, scientific and medical journals are most wanted and Africa and the Far East report the greatest shortage of American publications. Recent magazines are most appreciated. None over six months old should be sent.

TIME SAVERS

APPLY "WHY" TEST TO ALL ROUTINES

■ TOO OFTEN STANDARD PRACTICE and procedures hide inefficiencies, duplication of efforts and unnecessary complications.

Build-up of such accepted, in-

Ready for increased parcel post rates?

Parcel post rates went up on February 1, average increase 17%. This is a good time to check your scale. An old, inaccurate scale that overweighs—wastes money on excessive, unneeded postage, more now than ever before. In a year the waste can be considerable.

On the other hand, a scale that underweighs can irritate your customers who have to pay "Postage Due" charges on your packages. This doesn't improve your corporate image!

An accurate, dependable scale is a real economy. Pitney-Bowes makes the best.



Illustrated is the Model 3700 Parcel Post Scale with 70 lb. capacity. Air and surface rates are shown for each zone; figures are illuminated and magnified by a powerful lens, reducing errors, avoiding squinting and eyestrain. Lifetime ball bearings maintain accuracy indefinitely. Saves time.

Another model, the S-510 with 10 lb. capacity, shows letter and parcel rates for all classes of mail. Its automatic pendulum mechanism is built for enduring accuracy. Registers and levels instantly. Chart markings are large, easily legible.

Five other models for letters and parcels. Ask the nearest PB office for a free demonstration. Or send coupon for illustrated booklet.

FREE: Handy desk or wall chart of new postal rates, with parcel post map and zone finder.



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Originator of the postage meter . . .
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(Circle number 154 for more information)

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Send free booklet ☐ rate chart ☐

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100% PLANT FINANCING!



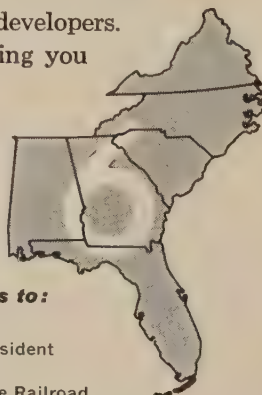
They Build for You at This Planned Park in the Southeast Coastal 6!

100% financing for your plant—lease or lease-purchase plan! That's the offer to you when you pick a site in the 250-acre Roslyn Industrial Park just south of Richmond at Petersburg, Va.

Investigate this offer and the plus-advantages that go with it. Petersburg is centrally located for rapid distribution north and south—three rail lines serve the area. Site is bordered by Interstate Highway 95 and only ten miles from a deep water port terminal. Ample power; city utilities and gas main already installed. Good industrial water supply from adjacent Appomattox River.

Want more facts on this desirable Coastal 6 site? Contact Coast Line's industrial developers. A wire, letter or phone call will bring you the facts you want in a hurry. All inquiries confidential.

...serving the Coastal 6



Direct Inquiries to:

R. P. JOBB
Assistant Vice-President
Department M-30
Atlantic Coast Line Railroad
Wilmington, N. C.

ATLANTIC
COAST LINE
RAILROAD

(Circle number 106 for more information)

volved and unquestioned routine can cause delays, create customer dissatisfaction, eat into profits.

Investigate each procedure as a practice with an open and critical eye. Use the "why" formula for each step of the routine.

Chances are you'll uncover unprovided responsibility, unneeded steps or details, inefficient routing, overlapping operations—even complicated and uncalled for frills.

Pin down results of routines. Prune out unwanted tangibles. Prune out unprofitable, unnecessary procedures.

PROFIT MAKERS

SEEK OUT TALENT THAT PREFERS YOUR SIZE FIRM

■ YOU DON'T HAVE TO BE A GEORGE TO compete for top talent graduates. Some individuals actually prefer small or medium sized firms. On some campuses such students have banded together to actively court employment in small businesses.

For instance, at the Massachusetts Institute of Technology, a group of 20 well-qualified men have organized a "1960 Business Search." It's specific objective is placement in smaller companies where they can see the whole picture and get to know the management team personally.

Realizing that many small firms cannot send recruiters to MIT, these graduates are prepared, after screening, to go to them.

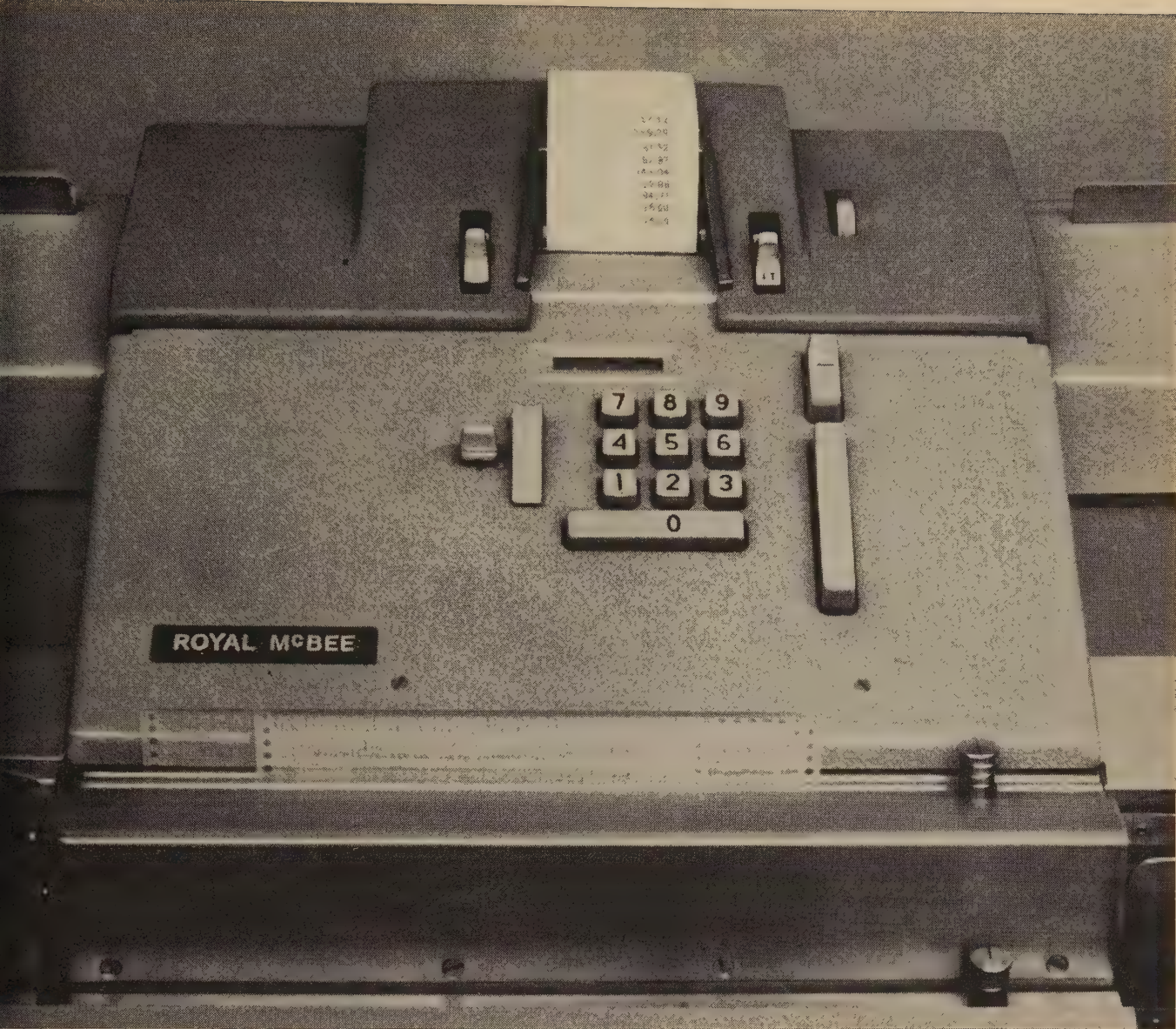
If your company has a possible interest in current or future candidates, write Business Search, MIT School of Industrial Management, Cambridge 39, Mass.

DON'T BOG DOWN UNDER BUSY-NESS

■ BEING "TOO BUSY" is too often a poor excuse for inability to organize time properly.

If you find yourself using "too busy" alibi, you might want to ask yourself these questions.

Are you hurrying too much?
(Continued on page 37)



*This one low-cost,
easy-to-use machine*

...at the heart of Automatic Keysort

Data Processing



What you see here is the Keysort Tabulating Punch — the only complete punched-card processing machine in the business world. It is the only machine you require to automatically tabulate vital figure-facts on every phase of operation for fast, accurate management reports. No special training is required for operation, and the machine imposes no restrictions on present accounting procedures. Rental is less than \$100 a month. Your nearby Royal McBee Data Processing Representative will be happy to arrange a demonstration. For complete information, call him or write Royal McBee Corporation, Data Processing Division, Port Chester, N.Y. for brochure G-39.

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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle number 143 for more information)



The Only Small Office Offset with Simple Operation Plus Proven Dependability!

The Copease Copilith Junior is specially built to do rush jobs and do them well. Girls like its clean, simple operation—just two motions start and stop. And they can learn to use it in a few hours.

It's built by Rotaprint, developers of the first office offset in 1927. Over the years, it has proved itself in actual office operation. The Junior is ideal for bulletins, announcements, and every other office duplicating job. Good for simple printing, too.

Work-saving features are engineered in, not tacked on. No tricky adjustments. Exclusive Copifount process automatically regulates water and ink. "Down time" is low; so's maintenance. And the compact Junior is smaller than the average file cabinet.



COPEASE CORPORATION

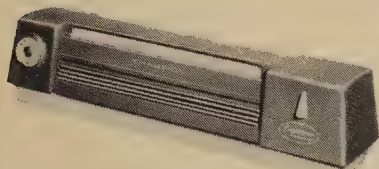
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SEND NOW
TO FIND OUT HOW
TO SOLVE YOUR
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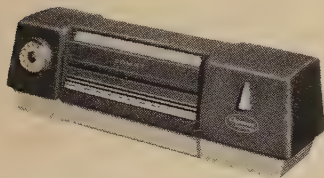


ALSO NEW...



COPEASE CHAMPION

New all-purpose office copier has exclusive Posi-Contact exposing process. Gives finer copies than ever before possible on any comparable machine. No dial adjustment for 96% of all copying.



COPEASE COMET

The ideal desk-top copier for departments and smaller offices. Saves hours spent re-typing contracts, letters, reports. Like the Champion, it has the new Copease Posi-Contact exposing process.



COPEASE-BANDA

A complete line of spirit duplicating equipment. Makes copies in up to six colors. Several models are specially built for systems and procedures work. Line selection for every duplicating need.

AND DUPLICATES

"Copease Copies Everything"

COPEASE CORPORATION

Duplicating Division

425 Park Avenue, New York 24, N.Y.

(Circle number 115 for more information)

much haste can cause mistakes and undoing them consumes more valuable time.

Is your schedule too tight? Being a slave to a rigid timetable can cause you to miss the boat on vital matters not on your inflexible agenda.

Do you do too much paperwork shuffling? Try to handle each paper only once. Review and act on it. Clutter causes waste motions.

Do you apportion your time? You may be allotting too much time to trivia, too little to essentials.

Do you plan ahead? Planning will put order into your work—place first things first. It automatically limits what you attempt to do in one day. It eliminates the non-essentials.

Do you delegate enough? Your time is too high priced to spend on jobs and details that someone down the line can do.

Do you concentrate enough? You can resist distractions. Make it a habit to rule out active attention to anything but the problem at hand. Concentration will keep your mind from taking fruitless detours.

ATTENTION GETTERS

PUT PUNCH IN YOUR SPEECH OPENER

■ GETTING OFF TO A GOOD START is half the battle in capturing the attention and interest of your audience. An invigorating opening will put your listeners in a receptive mood for the rest of your talk.

President James B. Strenski of Attitudes, Inc., Chicago, suggests several ways to arouse interest immediately. Select the opener that best suits the type and treatment of your topic, the occasion and the character of your audience.

- Ask an arresting question.
- State some startling fact.
- Use a powerful quotation.
- Display a dramatic visual aid.
- Humor them with a really good story.
- Tie in with a timely event.
- Request help from a member of the audience.
- Compliment the appearance of women listeners.
- Assign an audience participation device.

"Expanded distribution

without warehousing
with Delta Air Freight"



Armour Pharmaceutical Company eliminates warehouses by airlifting area shipments to regional centers where pre-labeled and postage-paid packages are speeded to individual customers.

"Drug shipments need expensive refrigerated warehousing and special handling as a rule," comments W. F. Sheehy, Transportation Manager. "We eliminate this requirement by using Delta Air Freight and serve our customers *faster and better*. A 9-state shipment, for example, can be flown to Atlanta where individual packages, already pre-labeled and stamped, fan out to our customers in a fraction of the former time."

Profit from Delta's BIG PLUS



Delta operates all-cargo flights and in addition carries freight on every passenger flight, including Jets. All-cargo flights serve Atlanta • Chicago • Cincinnati • Charlotte • Dallas • Houston • Miami • New York • New Orleans • Orlando • Philadelphia • Tampa • Memphis



GENERAL OFFICES: ATLANTA AIRPORT, ATLANTA, GA.

(Circle number 118 for more information)

How to generate a business from just an idea

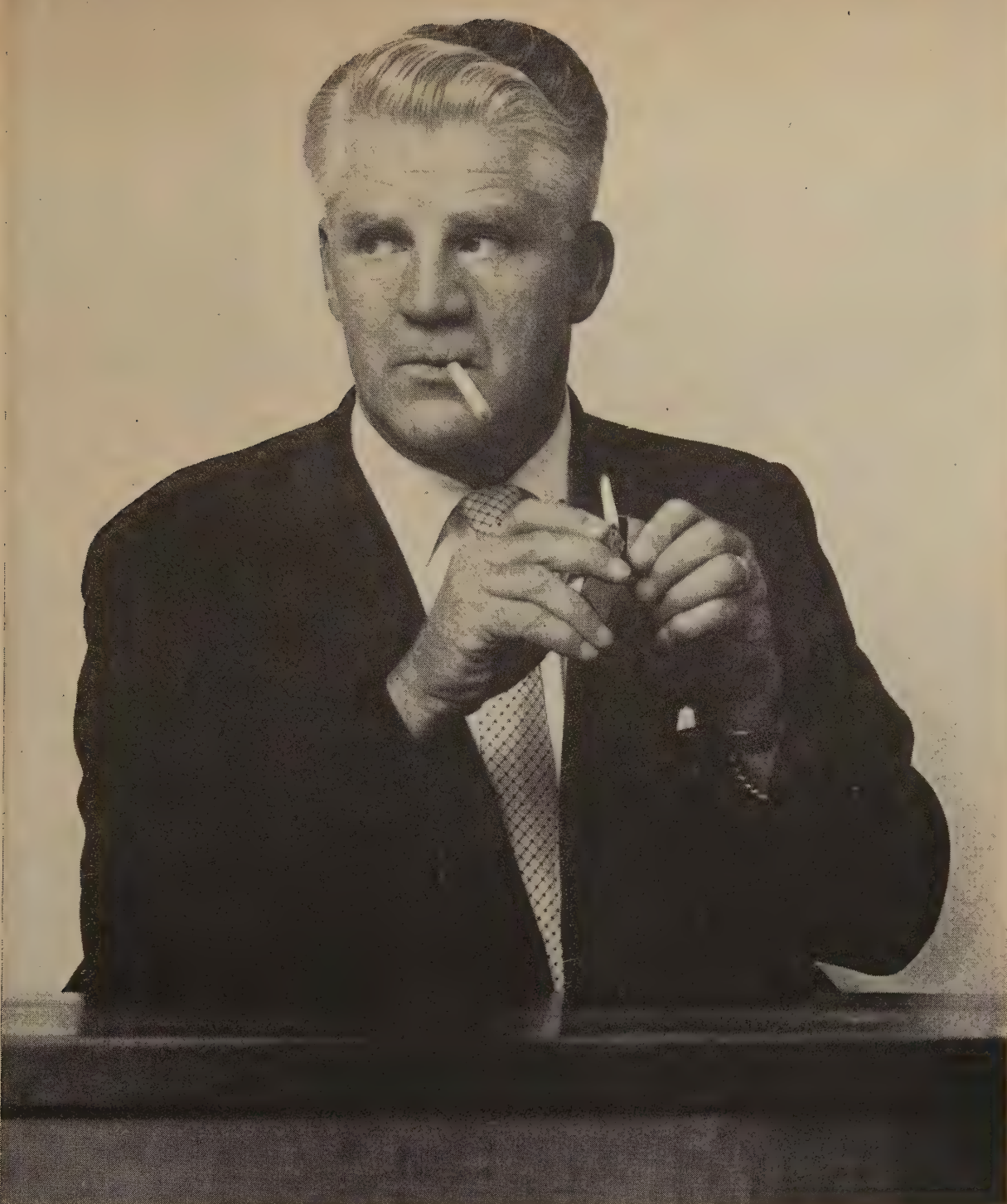
Profits start with ideas. But even the best ideas generally require a liberal application of imaginative management action before they turn to profit. Here is the story of a man who a few years ago had an idea for an improved product, today heads a diversified, multimillion dollar business with clear profit sailing ahead. The story gives the facts on how he created this new business.

THE PROBLEM:

Start with an idea for an improved product and generate it into a multifaceted business that can capture high profits in highly competitive markets.

THE ANSWER:

Get the facilities, money and people needed to bring the idea into reality, sell the unit as a component in larger products made by others, then take over production of the various products in which the new unit is used.



THE MAN:

*W. Denis Kendall,
President of American
Marc, Inc., Inglewood, Calif.*

THE FACTS

■ One morning last September, brokers discovered a bright pink motorboat propped proudly on the floor of the staid American Stock Exchange.

To the brokers, the pink boat may have seemed incongruous. But to a gray haired, ruddy-faced Englishman named W. Denis Ken-

dall, the boat on the exchange floor could not have been more normal.

Kendall is president of American Marc, Inc., in Inglewood, Calif. This company is now a foremost maker of small, lightweight Diesel engines, as well as Diesel powered boats and portable generators. In



"Initially, our success lay in making a component for larger products. But the avenue to real profits opened when we began making the products that use the original component."

January, American Marc went into production of the world's first Diesel outboard motor.

On that day in September, American Marc was being listed on the American Stock Exchange. The boat was Kendall's way of

making sure everybody knew it.

And the boat was tangible evidence of a five-year, sometimes stormy struggle to build a prosperous company where only an idea existed before.

Better evidence was American

Marc's 1958-59 (May to May) income statement; it showed annual sales of \$4,668,000 (more than double the sales of the year before), and profits of \$371,600. The figures gave promise of clear sailing ahead.

THE MAN

In March 1942, Winston Churchill's wartime coalition government held supreme reign in England. Oppose a coalition candidate? Few tried; all lost in the attempt. That month, the Grantham-Sealford seat in the House of Commons was declared vacant. Churchill selected a top RAF officer to fill it, and the business of an election seemed to be a mere formality.

W. Denis Kendall, an engineer who was then 38 and president of British Manufacture and Research Co., did not agree with Churchill's choice. Kendall also objected in principle to the government choosing national candidates. Kendall ran, and won.

Running against heavy odds and winning is what Kendall has discovered he likes to do best.

At 14, he ran away to sea and had traveled around the world by the time he was 16. He jumped ship in Shanghai, went up the Yangtze and joined the river police raiding gambling and opium dens.

Instead of returning home to England, he landed in Philadelphia. He worked at running elevators, as a steeple jack and, finally, as a parts inspector with the Budd Manufacturing Co., at 45 cents an hour. Kendall advanced rapidly. In 1929, at the age of 26, he was sent to France as the Budd representative at the Citroen Motor Car

plant. His management talent soon became obvious to Andre Citroen, who urged Kendall to stay on as production manager of one of Citroen's factories. Kendall had charge of 35,000 workers.

In 1938, with the rumblings of the Second World War filling the air in France, Kendall went back to England. It was then that he headed British Manufacture and Research Co., a company that produced what was described as the best air cannon in the world. One day during the war Kendall himself turned one of his cannons on a German Junker 88 that was bombing his factories and shot it down.

It was in England in 1950 that

Kendall first had the idea to build a small, lightweight Diesel engine. It would be an engine different from any built before, bringing the tremendous advantages inherent in the basic Diesel concept to people who needed small amounts of horsepower. It was not, however, until five years later that Kendall could begin to turn his idea into a reality. His first step was to give up his parliamentary seat, and return to the United States. Here, he felt he could find the resources he'd need to put his idea into motion.

THE PRODUCT

W. Denis Kendall is a man who does not like to see things wasted. That includes potential profits. The words "precision" and "efficiency" have great meaning for him. It is not strange, therefore, that he should have an unyielding fondness for the Diesel engine.

The Diesel ("anybody's Diesel," Kendall will say) gets more work from an ounce of fuel than any other engine. It requires little maintenance, and will outlast six gasoline engines of similar horsepower. Although high in original

cost, it operates, over the long haul, at about half the cost of gasoline engines because of lower fuel and maintenance costs.

Builders of ships and trucks had always been aware of these advantages; they'd been using the invention of Dr. Rudolf Diesel for years.

Kendall decided that if these bulky, puffing monsters could be tamed, could be whittled down to low horsepower size, made light enough to be portable and sold at a reasonable price, thousands of people would buy them.

Here is the story of how he has generated this idea into a sound, profitable business that is growing big fast.

PROBLEM NUMBER ONE:

How to create a business from scratch

It took five years of watching, waiting and making contacts to find the men, money and facilities needed to get the business started.

■ W. Denis Kendall came to America with the express intent of building a practical Diesel engine

—one that was both light and small. While no one else was building the kind of engine he had in mind, he knew, nonetheless, that he had tremendous competition to face. There were hundreds of small gasoline engines that were doing a completely adequate job for their users. It would be a hard job to convince these users that they should buy a more expensive engine (Diesels are about 30% more expensive than gasoline engines of similar horsepower), despite the fact that Diesels are more economical to run and last longer.

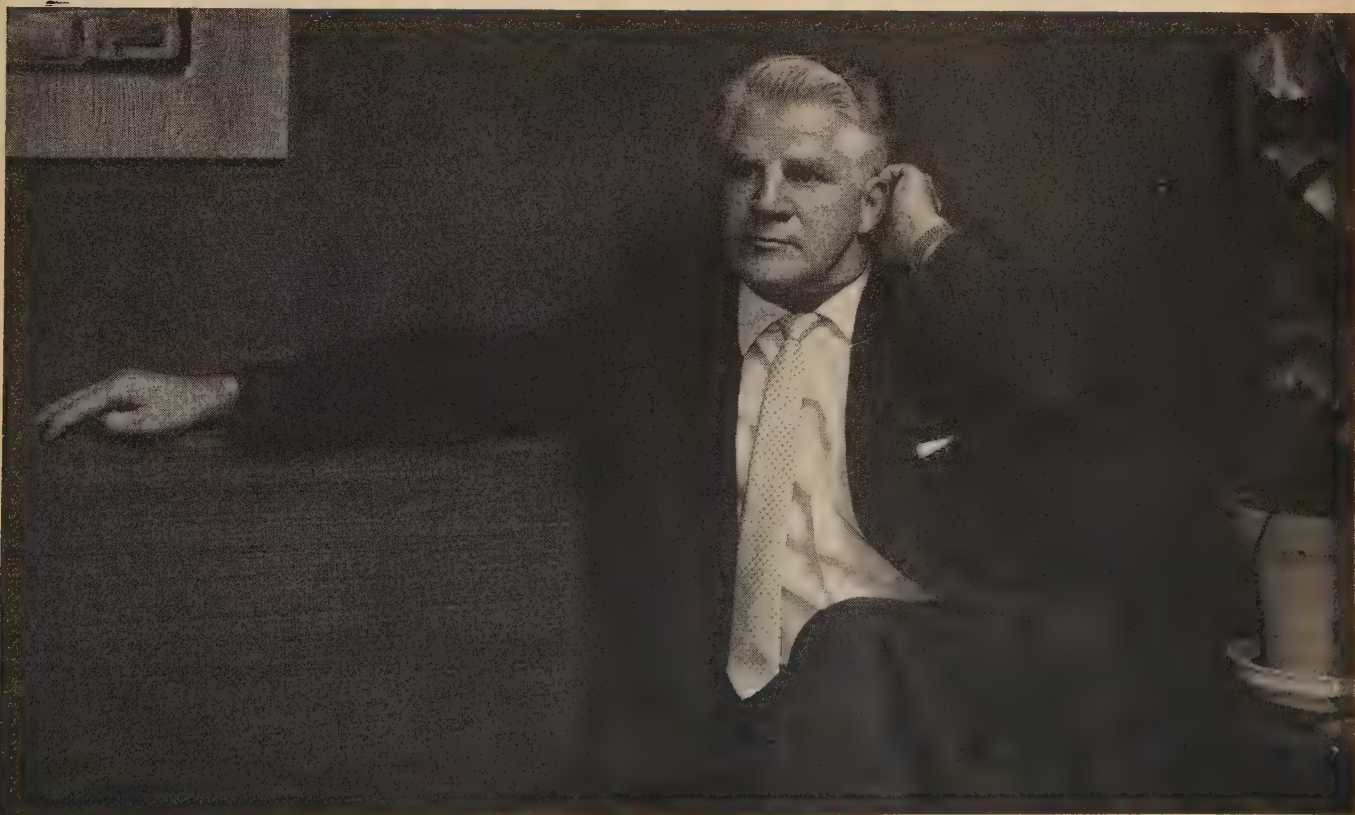
Kendall was short on capital, long on competition. All he had was an idea. Thus, standing on U. S. soil in the middle of 1950, W. Denis Kendall was indeed starting from scratch.

THE ANSWER

Kendall did not dive headlong into the Diesel engine business when he arrived here. He bided his time, making friends and looking for the proper backers to support his venture.

In fact, Kendall went to work for Mack Trucks, Inc., as director and

"How do you get key people? You swipe 'em. Everybody does."





Running against heavy odds and winning is what W. Denis Kendall has discovered he likes to do best.

The original name was, of course, derived from the British organization Kendall headed during the Second World War.

The new company, however, had neither production facilities nor plant.

But Kendall and his group saw one possible solution to this problem. While in Pittsburgh, Kendall heard of a California plant that was conducting an on-again, off-again business manufacturing small Diesel engines. He took the next plane west.

Here's what Kendall found. The plant, the Hallett Diesel Engine Co., was five minutes from Los Angeles International Airport in a not too smoggy suburb called Inglewood. The company was in the red, and on a definite downgrade. It was doing nothing to either promote or improve its rather bulky, heavy Diesel engines, some of which were in the low horsepower range.

But the Hallett Diesel Engine Co. did have a production setup, a spur of the Atcheson, Topeka and Santa Fe Railroad at its back door, and a supply of raw materials.

The facilities were just what Kendall needed. In March 1956, American Marc leased the Hallett plant.

This, however, required money. Fortunately, American Marc found itself in a good position to raise capital. The company had three basic reasons for attracting investor interest: the concept of the small, lightweight Diesel, Hallett's production setup and Kendall's own management background. Consequently, management decided on a public offering of 300,000 shares of stock in American Marc.

The sale of stock brought in \$234,000 and American Marc was thus established as a publicly held company. After starting from scratch, American Marc was now off to a good start.

Improve the product. Kendall set to bettering the Hallett engine, particularly striving to make it

lighter in weight. It was a gigantic problem in creative engineering.

Here's why. The Diesel is the hardest working of all engines. It has a compression ratio of about 20-to-one, compared to six-to-one for a gasoline engine. This high compression ratio means that the Diesel gets more energy from fuel than gasoline engines, but it also means that the strongest possible metals must be used in order for the machine to last. At the time American Marc moved into the Hallett plant, general industry thinking was that the strongest Diesel metals were the heaviest Diesel metals.

While discussing this problem of making the engine lighter with a group of shirt-sleeved engineers one day early in 1956, Kendall suddenly said, "Let's try aluminum in as many parts of the engine as possible." This was a new concept because, although aluminum had been used in Diesel engines, it had never seemed strong enough to be used extensively.

The engineers went to work, seeing if they could find an aluminum alloy that could withstand the strain of the hardworking Diesel. They discovered an extremely high grade aluminum alloy that would do the job.

Months after the decision to try aluminum extensively in Diesel engine production, American Marc's single and twin cylinder, air and water cooled Diesel engines, ranging from seven to 20 horsepower, began to come off the Inglewood assembly line. Most significant was the fact that they were the lightest Diesels ever made.

Now W. Denis Kendall had to sell his engines. As a stepping stone to commercial sales, he went to the Defense Department. The Marine Corps began to buy his Diesel engines for use as a source of prime power in portable electric generator sets.

But another problem had cropped up in American Marc's path. Pro-

(Continued on page 94)

vice president in charge of operations. He also established himself as a management consultant to several industrial companies.

For five years, Kendall waited and planned. It was a time during which he sharpened the management skills that are largely responsible for the success of American Marc today.

By the summer of 1955, Kendall was no longer alone in his plans for a company that would develop and sell small Diesel engines. He had banded together with a group in Pittsburgh, Pa., who shared his enthusiasm for the idea. The group included a Diesel engineer, a specialist in industrial relations and four other men who were to find sources of capital, but who were not to become active members of Kendall's management team.

On September 12, 1955, the group formed American Manufacture and Research Co., a name that was three months later to be shortened to American Marc, Inc.



How to turn waste into profits

Without knowing it, you may be shoveling as much profit out your back door as you take in through the front door. Many manufacturers simply discard waste or scrap without a thought to turning them into profit. The fact is that manufacturing companies can change the waste they produce into profit—and at low cost. These methods show how.

by Harold M. Hansen, President
James Flett Organization, Inc., Chicago

A midwestern manufacturer threw away more than \$50,000 of pure profit every year.

Sound silly? It is. But here's how it happened.

Every day, by-products of the firm's manufacturing process were mixed together and sold to a junk man for a nominal fee.

The manufacturer didn't know that there is an eager market for nearly any type of waste material. When he finally found out that he could market his scrap profitably—at very little cost to the company—he was able to add more than \$50,000 annually to his profits.

"Scrap is not junk," that manufacturer said recently. "It is an asset of a company and should be treated accordingly."

Facts show that nine out of 10 manufacturing firms produce some type of scrap that could be sold at a profit. Everyone knows metal or paper scrap is useful. But the fact is that thousands of other manufacturing residues are also saleable.

For instance, pig's toenails are

recovered and sold to fertilizer manufacturers. Bakery crumbs are sold to feed manufacturers. Seemingly worthless flue dust generated by smelters is sold to paint companies.

To turn your waste into dollars, take these actions.

- Segregate types of scrap.
- Prepare scrap for highest price.
- Collect and handle scrap with care.
- Market scrap scientifically.

Segregate types of scrap

Waste material is much more valuable when it is separated into different types and grades than when it is mixed.

For instance, pure copper scrap is worth more than copper scrap mixed with another metal scrap.

It's simplest to separate scrap at the point of origin. Once different grades or materials are mixed, the sorting costs are high and complete separation is often impossible.

Consider this example.

A medium sized plant was pro-

ducing three types of scrap: aluminum clippings came from one operation, sheet steel clippings from another, and scrap from an electric furnace came from a third.

The sheet steel clippings were the cheapest. The aluminum clippings were the most valuable, worth eight times as much as the other two kinds of scrap. Yet for several years the firm had dumped the three types of scrap into the same bin and sold the contents at a base pound rate. It received less for this mixture than it did for the sheet steel clippings alone.

When the company began to sell the three types of scrap separately, scrap revenue shot up 40%.

The company that turns out scrap seldom discloses to the seller. The average buyer of any kind of scrap seldom discloses to the seller the ultimate value of the materials and the proper classifications in which it falls to bring the highest market values.

Neither does the buyer usually furnish any information which will help the scrap producer turn out

better scrap from the consumer's point of view.

That's why it is most profitable to keep scrap segregated. Experience in all kinds of industrial operations shows that when scrap reaches the buyer in its segregated form, it brings the highest price and is best for re-use.

Prepare scrap for highest price

Suppose you do know the basic prices for different types and grades of waste material. Sometimes that's not enough.

Market value of many materials often is determined by how they are shipped, bundled, boxed, or baled and the size of the shipping units. Slight processing such as shearing, breaking or filtration can increase the value of the scrap.

One plant was producing 45 tons of steel scrap every week from its stamping department. The scrap was loaded into gondola cars in bales and sold to a dealer for further preparation. Then the dealer shipped the reprocessed scrap on to a steel mill.

Management decided to see if it could get more profit from the sale of its scrap. It called in a firm that specialized in marketing of scrap.

The scrap specialists found that 60% of the tonnage was already the proper size for mill consumption. That 60% could be shipped directly to the mill in carload lots, without any preparation such as shearing being necessary.

The remaining 40% did require further preparation, but it was found that the firm could do the preparation itself. An experienced shearman was hired to cut large pieces of steel down to the size required.

Since the firm could now sell all its scrap direct to the steel mill, the revenue it received from scrap increased sharply. When the cost of the steel shear plus the shearman's time were deducted from the money received for the sale of the scrap, the increase still amounted to \$200 per week, or \$10,000 a year.

Handle scrap with care

How you handle scrap can be just as important as keeping it segregated.

Here's what happens in many plants. Scrap is separated at the point of origin, but when it comes

time for removal, the scrap is collected in one cart and taken to a storage area.

That's why it's important to inform the men who collect the scrap of the value of unmixed grades.

The best scrap handling systems involve a minimum of labor or interference with regular production activities. Here's how one firm handles its scrap.

Mechanical equipment already on hand is used to collect the scrap. That means no new equipment purchases. Scrap collections are scheduled when production and warehouse demands on lift trucks, conveyors, other devices are light.

Scrap from the cutting machines falls directly into removable bins. Fork trucks remove the bins when they are full. The bins are emptied into separate storage areas.

"We stress the importance of careful handling of scrap," says the plant manager. "If dirt or other foreign matter gets into the bins, the value of the scrap goes down. Unless scrap handlers know that they've got to keep scrap clean, they'll take the line of least resistance in the salvage yard."

Market scrap scientifically

To dispose of scrap profitably, a company needs to know the values of different grades of scrap as well as what markets there are.

Too many firms turn their complicated scrap disposal program over to the already over-burdened purchasing agent, whose principal responsibility is *buying* supplies. He is expected to perform the added task of scrap *disposal* with his left hand when other business lets up.

Assume that he is an unusual employee and even under the handicap of a double job, really studies the different types of scrap the company produces. But the hard facts are these: he can't be an expert on all kinds and grades of scrap at any given time. Most likely, he isn't familiar with the internal production of scrap, but still he's expected to dispose of it as best he can.

In one case of this type, a firm customarily sold 12 grades of scrap each month. But the firm was a sizeable one, and found itself unable to handle scrap disposal efficiently.

Scrap marketing specialists were summoned. During the first month

of change, 16 additional grades of scrap were sold and revenue jumped 55% with no production increase. The second month, revenue increased over 200%, still with no production increase. The yearly net increase in salvage revenue averaged 200%.

No new type of scrap was produced. Company officials attribute the increase to a re-classification of scrap for new markets and upgrading the scrap for maximum returns.

Scrap produced in some companies is not enough to create a department specifically for the handling of scrap. In cases like these, it might be profitable to consult a special scrap service, just as firms use tax consultants, architects and attorneys to supplement their own personnel. One advantage is that a nationwide scrap service can often find outside markets for scrap, taking it out of what might be a closed local situation.

Experience shows that you can get the most profit from scrap when you consider it just as important as your regular products.

- Establish controls, supervision and accountability for the movement of scrap from manufacturing to the point of sale.
- Write out the scrap handling program and distribute copies to everyone who has an influence on its success.
- Appoint a man to see that the program gets into continuous practice.
- Keep records of the different types of scrap and how and to whom it is sold.

Several manufacturers have found that scrap income is nearly as important as the profit from their manufactured products. ■

ABOUT THE AUTHOR



Harold M. Hansen is president, general manager and a director of the James Flett Organization, industrial scrap consultants. For more than 20 years, he was general traffic manager and special project administrator for the R. R. Donnelley & Sons Co. He has also served as advisor to the War Production Board.

10 questions that test the efficiency of your office

Sometimes you can judge the efficiency of an office merely by observing the atmosphere that pervades it. But there are stronger, more revealing ways to test office efficiency. Symptoms of poor efficiency will stand out when you observe the office in the light of the 10 questions given here. Or you can use the method of work sampling, which is illustrated with a case history.

by H. B. Maynard, William M. Aiken and J. F. Lewis

This article is extracted from the new book, Practical Control of Office Costs, described in the box on page 49, and also on page 79.

In some respects the office has been revolutionized in recent years. New equipment has improved such things as communications and record-keeping. In contrast to this development, there has been no such revolution in worker efficiency.

Experience has shown that if the employees in an average department worked 60% performance before the installation of equipment, they have continued to work at the same 60% performance after the equipment was installed.

The philosophy still exists in

many companies that because office employees have varied tasks and have to make decisions, that it is either impossible or impracticable to control their work.

"We had 14 people in our office seven years ago," an executive complains. "Since then our business has doubled, but we now have 38 people, and there are demands for more. I wish I knew what to do about it." Fortunately there is a great deal that he can do about it if he chooses. The starting point is to diagnose the present efficiency of his office. Then he will have positive knowledge of the true nature of his present situation and a basis for further action.

It would be fine if it were possible to observe a department for a short time and pinpoint the extent

to which the department is over- or under-manned. Unfortunately, the diagnosis is not nearly that simple. It requires a systematic study, such as that provided by Universal Office Controls,* to arrive at an accurate appraisal. There are means,

**Universal Office Controls are unit time standards which have been predetermined for each motion pattern in office work. They make it possible to measure and thus control 95% of all office work—without resorting to the stopwatch approach. The cost of such a program is insignificant yet you can anticipate an immediate increase in office productivity of from 30% to 50%. The Universal Office Controls standard data are published in the new book, Practical Control of Office Costs, which is described in the box on page 49, and also on page 79.*

however, of obtaining an approximate idea of departmental efficiency rather quickly.

First, the office can be observed for symptoms which indicate the present level of performance. This provides only the crudest approximation, but it gives management an idea of the need for further controls, and supports the analyst as he installs the controls program.

Second, work sampling can be applied to furnish a fairly quick appraisal of over-all efficiency.

Symptoms of inefficiency

For the seasoned observer, there are a number of symptoms which indicate the general tempo of an office. For example, an experienced office analyst can usually judge the effectiveness of an office by the atmosphere that pervades it. If the atmosphere is casual, with a great deal of movement of personnel and "bull session" type talking, it is fairly certain that the efficiency is low. If the last hour or half-hour of the day is spent in "cleaning up" or in other personal pursuits, a substantial improvement can be made.

The general atmosphere of an office may be a symptom of over-all efficiency, but it is hard for even the experienced analyst to evaluate the degree of efficiency by this indication alone.

Other symptoms of low efficiency are more concrete, and show up when the following features of office work are observed:

1. What is the character of the work?
2. Have definite assignments and work counts been made?
3. Are there written procedures?
4. How common are interruptions in orderly work flow?
5. What about supervisor's work pace?
6. How many reports are prepared and what are their purposes?
7. How many people work on a given document?
8. What is your trend of office costs?
9. How much overtime is being paid for?
10. Are reports and other paper-work often late?

1

What is the character of the work? The type of work handled in an office has a decided effect on the possibility that some degree of control may already exist, even before measured standards are applied. When the tasks are of such a nature that they are easy to control, a good supervisor will be likely to have taken steps to establish control. In such cases, the performance will probably be considerably higher than the 50% to 60% usually found in an uncontrolled office. Work that is easy to control includes:

- a. Large volumes of similar type work.
- b. Units of measurement that can be identified and counted easily, such as sales orders or invoices.
- c. A number of employees doing the same work.
- d. Only moderate fluctuations in the amount of work from week to week.
- e. Absence of critical deadlines.

When some or all of the above conditions apply, the supervisor, if he is alert, will assign a batch of work—say, 100 sales orders a day—to an order typist. He can keep a record of the number actually typed and then vary the amount of work that he assigns. In a like manner, he can determine quotas for other work, and can determine what his own workload should be. Then he can adjust his office staff up or down as the forecast of the volume of work indicates.

Conversely, when the conditions of the work are the opposite of those listed above, elementary controls are much less easy to establish. If the nature of the work varies, it may be difficult to determine a count of the work. If one unit of work takes several hours while another can be completed in a few minutes, the establishment of good control is generally beyond the capability of most supervisors. In these cases, it is quite likely that little has been done to control performances.

In either situation—much or little uniform work—the analyst has symptoms to look for. In offices which have highly varied work, he can expect to find relatively few controls. The presence of any control would probably indicate supervision of unusual caliber and a better than average performance. In offices which have high volumes of standard work, the analyst should expect to find some sort of controls. The absence of them will often indicate that the office workers are working in the neighborhood of 60%.

2

Have definite assignments and work counts been made? One of the best indicators of high efficiency is the presence of records showing definite assignments of quotas of work to individual workers and followup counts of work produced. Even if the supervisor does not know accurately how long the various tasks should take, the very presence of an effort to give definite assignments indicates a better than average performance.

An example of this was found in a firm where a new office supervisor observed carefully the production of his employees. After he had kept records for a time, he began to assign daily workloads to his people. By comparing one worker with another over a period of months, he gradually was able to determine standards for the work. Although the standards were loose when compared to measured standards, he was able to raise the productivity of his people some 15%.

3

Are there written procedures? The presence of written procedures for office tasks is often an indication that the work in the office is well planned and that work habits, at least, are clearly specified. When written procedures exist, there has usually been a fair amount of analysis in the office. If done properly, the questioning ap-

proach has probably eliminated many duplications of forms and reports as well as delays in the procedures. The fact that there are written procedures, however, is not an absolute indication of an effective office. Too often the procedures are merely a record of how the work has been done in the past and do not spell out any improvements. The analyst should determine whether procedures have been written and, if they have, review them briefly to see if there are any apparent duplications or inefficiencies.

4

How common are interruptions in orderly work flow? One of the tell-tale symptoms of low performance in an office is continual interruptions in the work flow. If employees on routine work are frequently going to the files or talking with other workers and the supervisor, the efficiency is probably low. This may be due to the lack of a clear procedure or poor instruction, or simply a poor performance. In any event, this symptom indicates that the work should be analyzed in detail.

5

What about the supervisor's work pace? One of the most misinterpreted situations in an office is that of the extremely busy supervisor. So often this is taken as a sign of a good supervisor. If the people under him are not working effectively, it does not matter much how hard the supervisor works—the office will have a low over-all performance.

Very often the office supervisor was promoted to the position because he knew all the details of the work and was a hard worker. When he became a supervisor, he continued to cling to these same work habits.

As a result, he overburdens himself with detailed work, much of which should be passed on to his subordinates. Supervisors naturally

ABOUT THE IMPORTANT NEW BOOK FROM WHICH THIS ARTICLE IS TAKEN

You can cut your office costs 20% to 30% in a few months. Bigger savings will follow.

This promise is made in a new book—and the book spells out a program that produces these savings.

The book, from which the accompanying article is extracted, is *Practical Control of Office Costs*, by H. B. Maynard, William M. Aiken and J. F. Lewis. These authors are president, vice president and senior consultant of H. B. Maynard Co., one of the world's most highly respected management consulting firms.

The cost control program offered in this book has already been applied in many companies of various sizes and types. It has resulted in office productivity increases of from 30% to 50%. Yet the program itself adds no more than 1% to total office costs.

Universal Office Controls. The program is based on a set of standard time values that cover 95% of all office tasks. Called Universal Office Controls, these priceless data make it possible to measure and control office work without a stopwatch or other costly methods.

These time values, developed during years of painstaking work, are published for the first time as part of *Practical Control of Office Costs*. The book explains in clearcut, easy to read language exactly how to apply these office controls without causing employee resentment.

For more details on *Practical Control of Office Costs*, including the table of contents, and how to obtain a free trial copy, see page 79.



Left to right: authors J. F. Lewis,
H. B. Maynard, William M. Aiken

are expected to work hard, but they are also expected to plan their own work and their subordinates' work so that as a team or unit they are effective.

6

How many reports are prepared and what are their purposes? A brief analysis of the reports prepared in an office often indicates ineffectiveness. When reports do not appear to serve a useful purpose or show questionable duplications of the same information, it is a fairly good indication that supervision is not alert in this and probably other phases of its management functions. In such cases, the analyst can expect to find that operator performance is on the low side.

Reports naturally tend to grow in number rather than shrink. There seems to be a psychological barrier to eliminating a report once it has been established. Many Universal Office Controls analyses expose reports that have long outlived their usefulness. In one office studied recently, clerks were preparing a report on the consumption of a material that was in quite critical supply during World War II. In the intervening years, the supply of the material became abundant and the company's need for it dropped severely, but the same old report was still prepared every month.

Most such reports are originated to serve a useful purpose, but as times and conditions change, the original need no longer exists. The good office supervisor will watch constantly to see that the reports which his department issues are worth their cost.

7

How many people work on a given document? One of the less frequently considered factors in office work is the number of people who work on the same document. The axiom, "The part least handled is the part best handled," applies just as much to office work as it does to shop work. Each person that handles a document must

ascertain information on the document before passing it on. To do this, he must take the time necessary to handle the document, read it, and either extract some information from it or do something to it. As an indication of general effectiveness, the analyst should observe the number of hands that each important document passes through. This may give him a clue to the way that other work is handled in the office.

The number of people who receive reports and memos may also serve as a symptom of over-all low effectiveness. Needless to say, it takes time to read reports and memos. If the recipients have no real need for a report, it wastes their time and the sender's time for them to have it. Despite the obviousness of this, it is surprising to find so many situations where *more than half of the recipients of a report never even look at it*. They merely file it or throw it away.

8

What is your trend of office costs? A valuable guide in diagnosing the present efficiency of an office is to compare the trend of office costs to other costs or to sales volume. If office costs have risen much faster than sales over a given period of time, such as a year or longer, it is probable that office costs are out of line and should be investigated. On the other hand, if office costs remain constant or show a downward trend while the sales volume is expanding, it is a good indication that some control is being exercised.

The analysis of trends can be an indication only, and not an absolute measure. There are many factors which can influence the trend. Added reports and data because of government regulations and improvement of internal controls all add to office costs. Simultaneously, management may be providing relief in the form of improved office equipment. Because business is not static, there are always fluctuations in the ratios of costs and sales. Nevertheless, over a period of time, an unnatural upward trend in office costs is a symptom of low effectiveness.

Some managements use fixed

ratios as a means of control. One company, for example, uses as a base the number of direct labor hours in the shop. The management in this particular company has been quite concerned because the ratio of office costs to direct labor hours has been rising steadily for several years. What the management failed to recognize is the shrinking of direct labor hours through automation and improved processes. Actually, the office manager has been doing a fine job, reducing his total costs despite constantly increased demands. Blind use of ratios does not provide good controls.

9

How much overtime is being paid for? A sure symptom of ineffectiveness in an office is an excessive amount of overtime work. Certainly, there are many cases where overtime payments are preferable to the addition of full-time personnel. Periodic peak demands in office requirements or occasional surges in production may necessitate overtime. In most companies, however, a comparison of the number of hours of overtime with the total office hours can serve as a rough gauge of the ability of management to foresee the amount of work and to prepare for it. If there is a high percentage of overtime for any individual or group in the office and there is no unusual or temporary circumstance, question the effectiveness of the office.

10

Are reports and other papers often late? If a report is chronically late, or if the office is constantly behind in getting out its work, it is an indication that control is lacking in the office. With adequate control, the office manager can determine what his workload will be for any degree of activity. Then he can match his manpower to the workload and plan accordingly.

Work sampling

One of the techniques used in office analysis is known as work sampling. It is one of the quickest

ways of determining how an office force spends its working hours. Work sampling is a statistical technique that takes a sample of the activities of a group of workers and relates the sample to the total working time. With its use, an analyst can determine, by making random observations, the proportion of the day or week that an office group spends working at various tasks, in conferences, in personal duties, in unavoidable delays, or if they are idle and have no work to do. In the relatively short period of from one to three weeks, work sampling can provide a wealth of information about an office. It is an excellent tool for diagnosis. For example, a manager may find from a work sampling study that his stenographic pool types only 50% of the time; the remaining time is devoted to drawing charts, looking up information, and filing. Or management may learn that the payroll section, which regularly works overtime, is only 60% occupied on essential work during regular working hours.

There is no attempt to explain the application of work sampling technique in detail here. (It is adequately described in other texts such as the *Industrial Engineering Handbook*, McGraw-Hill Publishing Co.) In the following case example, work sampling was used to analyze the work of a group of clerks punching cards. It was suspected before the study was made that productivity per employee was low, but whenever anyone observed the clerks, they appeared to be busy. Figure 1 shows the summary of the work sampling study of the card punching operation.

On the surface one might say that the clerks were working rather diligently because only 6% of their time (32 out of 521 observations) was of a personal nature or was idle. On the other hand, only 20% (104 out of 521 observations) of their time was devoted to their principal duty of punching cards.

The analyst was interested in why so little time was spent on the work they were supposed to be doing. There did not appear to be any good reason why so much time should be spent in discus-

Activity	No. of observations	Percent of total time
Card punching & related work		
Punch cards	104	20
Handle cards	21	4
Handle documents	83	16
Get supplies	21	4
Total, card punching	229	44
Analysis of work		
Study documents	78	15
Discussions		
with supervisor	78	15
with others	104	20
Total, analysis	260	50
Delays		
Personal	16	3
Idle	16	3
Total, delays	32	6
Totals	521	100

Figure 1. This is the summary of a work sampling study of a card punching operation. The fact that only 20% of the time was actually spent in punching cards led the analyst to a closer examination of the work process.

sions. These were experienced card punchers—yet nearly 35% of their time (182 out of 521 observations) was spent in discussions with their supervisor and with clerks from other sections. The employees were also spending more time in handling cards and documents and getting supplies—24%—than they were in punching cards.

These observations led the analyst to a closer examination of the work. He found that the operation was actually over-manned. The clerks sensed this and did not want to appear idle while the work sampling observations were taken. They had a natural speed of card punching and so could not slow down the card punching speed to stretch out the work. Neither could they create additional work by punching cards and throwing them away. In order to look busy, then, they kept shuffling cards and papers so that the analyst would not find them idle. During his analysis, the analyst saw that if the information was edited before the source documents were sent to the key punch section, it would no longer be necessary for the card

punchers to study the documents or to refer to clerks in the other sections.

Thus, the information made available by the work sampling study pointed out the lack of work and led to a major methods improvement. A substantial cost reduction was made on the operation.

Work sampling, as demonstrated in this case example, is useful for finding out the general situation in an office. It has its limitations, however. It does not determine if the method is good or bad. It does not supply management with information that can be used to weigh the advantage of one method against another. Furthermore, an office employee can appear to be working, as in the example cited, writing or thinking or handling documents, and it is extremely difficult for the observer to know if the activity is necessary or not. Thus, although work sampling is good for getting the general picture of how the clerks spend their time, if it is desired to know *how* effectively the work is being done, other techniques must be applied. ■

How to demonstrate your

It's an attempt at showmanship every time your salesmen demonstrate your products or services. So why not have them use the really strong, tested techniques of showmanship? It's simply a matter of creating imaginative ways to stimulate the prospect's senses—sight, sound, touch, and others. Here's how.

by Ted Pollock

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Some years ago, a damaging rumor threatened the existence of the *Philadelphia Evening Bulletin*. The newspaper, it was whispered, was going downhill: readers were deserting the *Bulletin* because it carried too much advertising, not enough news.

Even as advertisers began to talk about cancellations, the editorial board of the newspaper called an emergency meeting. Something had to be done—quickly.

But what?

The answer came in an inspired flash of insight.

The *Bulletin* excerpted all the reading matter from one of its regular editions—exclusive of advertisements—and published it as a 300-page book called *One Day*. Copies of the volume were sent to advertisers.

Black on white and between hard covers, these words proved the point beyond a shadow of a doubt—that the newspaper offered its readers *daily* as much news and features as would occupy the pages

of a book costing several dollars. And it sold all this for just two cents.

The rumor died in its tracks.

Why? Because the *Bulletin* knew that the swiftest way to get its message across was to dramatize it. It could have issued vehement denials or cited impressive figures, but words and numbers can be distrusted and dismissed. On the other hand, “seeing is believing.”

The moral for the sales-minded company: the more dramatic you make a demonstration, the more convincing your sales message becomes. What a prospect sees with his own eyes or feels with his own hands he must believe in his own brain.

Why a demonstration

Most people are naturally skeptical. They have a built-in “disbeliever” that automatically discounts the value or importance of anything novel.

A salesman is frequently the bearer of precisely what customers are conditioned to resist—news.

Demonstration helps resolve this “conflict of interests”—in the salesman's favor. It enables him to prove that what he claims for his product or service is true. It makes the benefits the salesman has to offer vivid so that the desire to own

them is heightened. It whets the customer's appetite. It lights a bonfire under him. It spurs him into action.

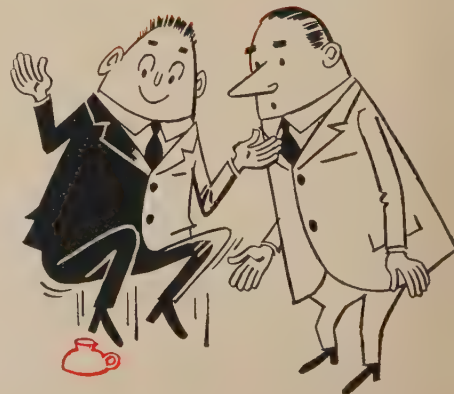
It *should* do all this. Often, it doesn't.

But it can—if it's given a dramatic shot in the arm.

Every demonstration is an approach to showmanship. However, you can demonstrate your product prosaically (and hope that your prospect has an active imagination) or use reasonable theatricals to get your message across with maximum impact.

At your disposal are five eager allies—your prospect's eyes, ears, hands, nose and tongue. For, with-

Can you demonstrate how your product will stand up?



As a business writer, Ted Pollock has interviewed hundreds of salesmen and their managers on scores of subjects. He is a contributing editor of *The American Salesman* and holds a Ph.D. from Columbia University.

product—with showmanship

out exception, effective demonstrations sell the senses as well as the mind.

Make him see it

Everybody enjoys a show. We like to see things moving, happening, in action. Indeed, psychologists have found that over 85% of *all* the things we ever learn are learned through the eyes.

The salesman who is trained to think in terms of "What can I *show* my prospect that will jolt his interest?" is well on his way toward eliminating one of his greatest enemies—customer inertia.

Consider the young engaged couple who visited a china shop. The groom-to-be had never before had any interest in china. He wandered non-committally about the store, looking "but seeing not." His fiancée obviously knew a great deal more about such things, but the salesman correctly assumed that since the man would be paying, he needed some assurances about the quality of the product.

The salesman decided on a simple demonstration. He took a cup from an expensive set of Wedgwood bone china, placed it on the floor and stood on it. The fragile-looking cup supported his full weight. He picked up the cup and handed it to the young man without a word. This visual proof of bone china's strength struck home. The sale was made.

That salesman knew his wares and how to prove superior quality to a prospect who knew very little about the product. His dramatic demonstration seized the young man's imagination and kindled interest where it didn't exist before.

How? Through the eyes.

Roy Halvorson, the "Christmas Tree King," has to convince potential customers that his table-top processed spruces are superior to the competition's.

Like other table-top tree marketers, Halvorson fits each tree into



a base containing nutrients so that it lives well past the holiday season in a heated apartment. Unlike competitors, though, he fits a cellulose sleeve around the trunk before inserting it into the metal stand. Others dowel the trunk and fit it into the stand.

Halvorson's job: to prove that the outer layers of the trunk—which he does not sacrifice—are the important "feeding" layers for the passage of nutrients throughout the tree. To do this, he inserts a base in a harmless ink solution. The tree trunk's outer layers color from the ink, proving that they do the feeding.

"People can't pooh-pooh what they see with their own eyes," says Halvorson.

In solid agreement is the Johns-Manville salesman who waited for the first snowstorm of the year before re-visiting a particularly obstinate prospect.

He wasted no words as the man opened the door.

"I'm from the Johns-Manville Co. Come out and look at your roof. There's no snow on it."

Grumbling, the prospect took a look. "Okay," he said, "there's no snow on it. So what?"

"Just this," answered the salesman. "Look at your neighbors' roofs. Covered with snow. They aren't paying heating bills to melt snow on the roof. Your heating bills must be about 15% higher than theirs."

This was the kind of demonstration the prospect could understand. He invited the salesman in and a sale was made.

Visual demonstrations need not be confined to tangibles, either. Frequently, all it takes is a little thought to translate an "invisible" benefit into an eye-opening selling point.

A representative for a mutual fund, for example, shows a prospect two equally shiny, apparently identical quarters.

"Can you tell the difference between these coins?" he asks. When

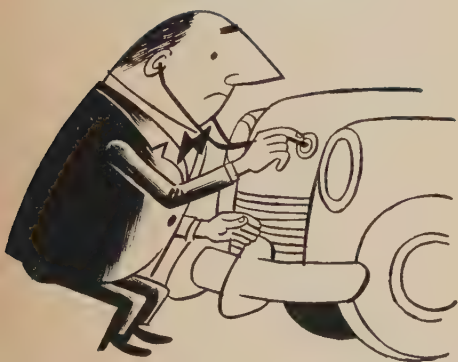
the prospect finishes examining them and confesses that he can't, the salesman points out that one was minted in 1949, the other in 1959.

"This quarter," he says, pointing to the first, "bought 25 cigarettes on the day it was coined. The 1959 quarter bought 17 cigarettes when it was born. At that rate, do you know how many cigarettes a 1969 25-cent piece will buy? Less than 12! And what's been happening to quarters and cigarettes has been happening to dollars and rent, dollars and food, dollars and clothing."

By thus dramatizing the problem of the shrinking quarters, the salesman rivets the prospect's attention on what he has to sell—an investment plan to protect him against the ravages of inflation.

An insurance agent doesn't *talk*

Can you make him hear it?



about the monthly check the family will receive after the family provider is gone. He whips out 12 checks, places them before the husband and says: "Wouldn't you like these 12 checks sent to your daughter every year for ten years after you've gone?"

This is powerful selling and few prospects react to it in any way except positively.

Many salesmen sell products that are not portable—large machinery, boilers, furnaces, diesel engines and so on. Their solution: miniaturization. A compact, working model of what you sell not only hammers home your point; it has a novelty appeal that helps your product be remembered.

Make him hear it

Only in a few fields is the customer's sense of hearing appealed to regularly. The man who is con-

sidering buying a house is encouraged to rap the walls for aural proof of firm construction. Crystal is tinkled reverently in the more exclusive department stores. "Listen to that motor purr," say automobile salesmen. Radios and television sets are turned on for the prospect's appreciation. A few more examples round out the "regulars."

Yet, the surface has barely been scratched.

And precisely because the sense of hearing is neglected in most demonstrations, it represents almost virgin territory for the alert salesman.

A salesman for a lubricant manufacturer, for example, always carries a stethoscope along with samples of his product. Comes demonstration time, he invites prospects to *listen* to the quiet operation of his product in action.

The New York representative for a soundproofing materials company arrives in a prospect's office with a portable tape recorder. First, he plays a tape of the sounds heard in a customer's office before the installation of his ceilings—bedlam. Then, at the same volume, he plays a hushed "after" tape. When the dramatic difference has sunk in, he spins a third tape—a play-back of the noises in the prospect's own outer office just minutes before.

"I seldom have to add much to that demonstration," the salesman reports.

It has been the experience of one automobile dealer that the solid slamming of a car door can go a long way in establishing a quality image in the mind of the prospect.

But what about the product that, by its very nature, is free from sound?

The answer comes from J. P. Millon, sales manager, Coty, Inc., who says, "When the product can't talk, it's up to the salesman to put it across verbally."

"When you're introducing a new product to a buyer, you must engender curiosity, interest, enthusiasm. It's not enough to have a story to tell. You have to tell it with fire. Before he even takes an item out of its case, our salesman will confide, 'Do I have something for you!' While opening the case, he'll say, 'This perfume is like noth-

ing you've ever handled before.' Up goes the lid. 'Why, it's been jamming counters from Frisco to Philly.' Down goes the lid. Jones in Cleveland sold 10 dozen the very first week."

"By the time the buyer smells the perfume, he's genuinely excited. Then it's relatively easy to get him to sign an initial order for half a gross."

Make him feel it

A hardware salesman had a retail customer who wasn't selling the number of tools his store traffic indicated he should be moving. An examination of the customer's display racks gave the salesman an idea. Receiving permission to make certain changes, he proceeded to re-arrange the tools so that their handles poked invitingly out, *toward* the ultimate consumer. Sales soon boomed.

"The display showed the merchandise, all right," the salesman explained, "but now your customers are tempted to grip the tools, heft them—and sell themselves."

The best demonstration of all is the self-demonstration. Get your product into a man's hands, where he can feel it, test it and otherwise "rehearse ownership" and you have done all that can reasonably be expected of a salesman.

Even if your product cannot easily be handled, some ingredient—some part of it—probably can. Dissect it, if necessary, to find out which part can be dramatized.

Revere Copper and Brass, Inc., for example, proves that its "Copperclad" stainless steel transfers heat more quickly than ordinary steel with an ingenious "heat stick," half of which is made of ordinary steel, half of "Copperclad." Revere salesmen ask their prospects to hold either end of the "stick" between their fingers, then light a match under the middle. Invariably, prospects release the "Copperclad" end before the other is more than warm. They cannot deny the testimony of their own fingers.

Sometimes, when a selling point defies direct appeal to the sense of touch as demonstrated above, it is possible to use something else in its place.

Case in point: the food sales
(Continued on page 92)

How to delegate **FINANCIAL AUTHORITY** to decentralized managers

You can actually strengthen financial control in your business by delegating certain expenditure decisions. So says this experienced author, and he sets forth a definite approach of definition and organization that will result in more profitable use of capital.

by **Frank Schwab, Jr.**
Booz, Allen & Hamilton

Can top management delegate decision making in the area of capital expenditures?

Or do you abrogate financial control when you do so?

Unquestionably, top management must grip the purse strings. But there is evidence that by delegating many money decisions, top management can actually strengthen its financial control.

This is particularly true for multi-plant companies making substantial capital outlays.

In multi-plant operations, certain authority *must* be delegated to local

levels. Otherwise top management at headquarters would have an impossible decision making task, and operations at decentralized locations would drag on at a snails pace. This is perhaps a reverse way of saying that management-by-exception allows senior executives to establish operating limits for lower levels of management so that top management can concentrate on the more important job of planning.

Many top executives freely delegate to decentralized managers—except that they tighten the reins severely when it comes to money authority. For example, one major corporation reports that the president must personally decide on every capital item over \$200. This is an extreme case for major corporations; more often the level is substantially higher. But a sampling of 24 major firms indicates that restrictive control is fairly common.

It is a management fact that productivity increases come about through wise investment of capital as well as better methods and increased worker output. If all capital expenditure decisions are made at the top, the local manager is deprived of flexibility and a chance to secure competitive advantages.

Must top management control all appropriation requests? If control

means to operate within known and defined limits, the answer, of course, is yes. But it does not mean a personal okay for every cash outlay that exceeds \$200 or \$2,500. To do that in most companies would mean that top management could not make intelligent decisions on all the separate items which would flood them, the latest quantitative management tools notwithstanding.

Thus, we are faced with a situation where:

Valuable top management time is wasted.

Many important items are not accorded sufficiently close scrutiny.

The optimum utilization of capital reserves is not being effected.

True decentralization of managerial authority is not taking place.

Lowered morale results as middle and lower echelons quickly discover poor decisions and consequently lessen their faith in the ability and skills of the top managers.

The right level

It is clear that the key issue at stake is a matter of *decision sifting*. The problem facing management is how to place an investment decision at the right level of management.

Here are two ideas that can help you achieve better utilization of its total resources: *more precise defini-*



ABOUT THE AUTHOR

Frank Schwab, Jr., is a consultant with Booz, Allen & Hamilton, management consultants. Before joining the firm in 1958, he was a management engineer with the Champion Paper and Fibre Co., Pasadena, Texas, and was research director of the Houston chapter of the Systems and Procedures Ass'n.

He is the author of several articles on handling capital expenditures and related topics.

How much financial authority do they delegate?

Of 24 major corporations sampled —

8	said top management makes all capital decisions regardless of size		
5	said top management makes all capital decisions of	\$1,000	or more
5	said top management makes all capital decisions of	\$2,500	or more
3	said top management makes all capital decisions of	\$10,000	or more
2	said top management makes all capital decisions of	\$25,000	or more
1	said top management makes all capital decisions of	\$50,000	or more

Companies sampled are in the auto, oil, steel, paper and textile industries.

tion by types of expenditure and changes in "investment" organizations within the company.

Defining expenditures

In order to place the decision making responsibility for capital expenditures at the correct management level, it is necessary to define as closely as possible the types of such investments to be committed. Keep in mind that a prime objective is to focus top management's attention on investments which vitally affect the firm's future and demand the best judgment.

Let's first define the word "investment" for purposes of this article. Current governmental regulations provide significant advantages to those companies that expense a substantial number of their operating items. Many of these items require a larger dollar outlay than their capital counterparts—but the word "expense" indicates that it will receive far less management attention and review than if the word "capital" were used to describe them. Thus, an investment is usually defined as a *capital* outlay of funds.

This situation has frequently induced the lower echelons to recommend repair instead of replacement since they know there will be little difficulty in securing repair funds which are expensed. On the other hand, obtaining new capital money is always a time-consuming and frustrating task, since the control in terms of paperwork and organizational layers is substantial.

For this reason it may be helpful to classify all items as investments if they have a useful life of a year or more, whether they are capital or expense. An arbitrary lower dollar amount would have to be set which would be based on such factors as the firm's financial resources, its sales and the product line.

Let's turn to broad definitions that may help place capital commitments before either top management or a plant manager.

Top management should be concerned with three basic categories:

■ **Expenditures effecting policy changes.** Any expenditure which will change the basic course or policy of the organization should be reviewed by top management. This would include such matters as acquisition and merger or buying equipment to manufacture a new product line.

■ **Expenditures effecting intangible benefits.** Any major item whose acquisition will secure intangible benefits should be placed before the top management group for the final decision. This would include investments which cannot produce real cost savings, such as prestige items (cars, ranches, etc.) or investments arising from air and pollution complaints.

■ **Expenditures effecting product or service changes.** Any commitment of funds which will result in a substantial change in the quality or quantity of the product line or company service should receive top

management attention. This would include machines that greatly increase output, expenditures for increased customer service, quality refinements, etc.

There may be some other broad categories, but these should contain the majority requiring top management action. Others can be delegated to lower echelons and can be grouped under three main headings.

Plant managers or similar personnel should be concerned with:

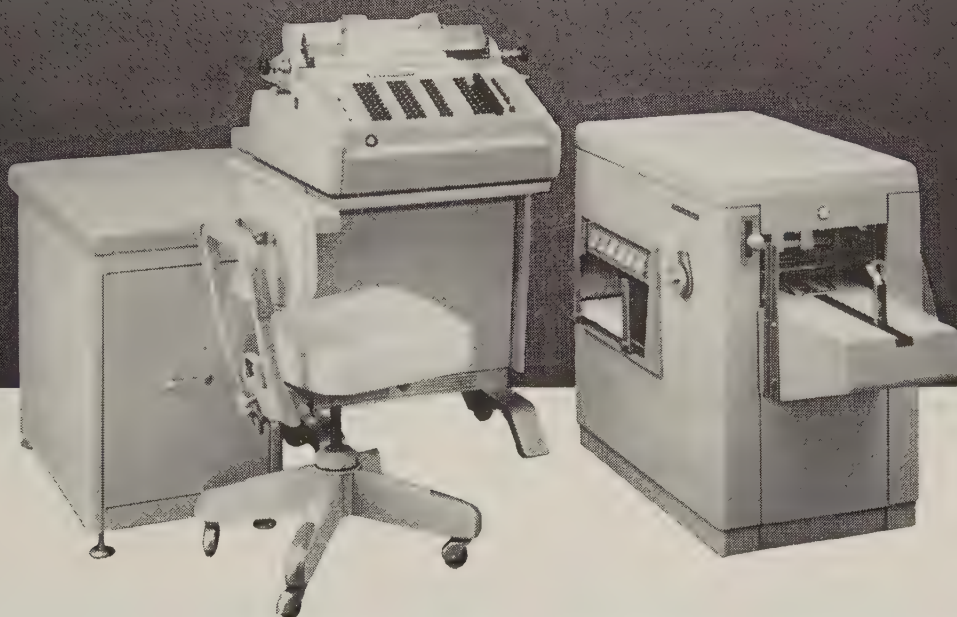
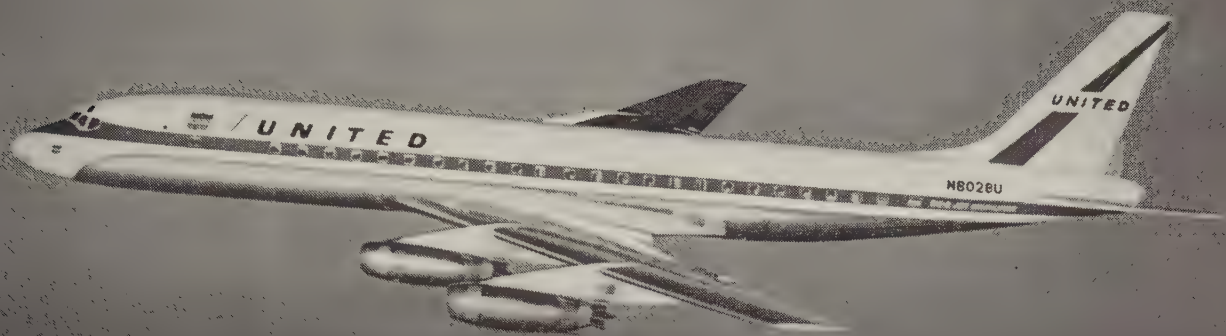
■ **Expenditures effecting cost savings.** Any expenditure that will result in a cost saving in the local plant should be made by the plant manager since he is in the best position to evaluate the needs of his particular operation. Undoubtedly, the local manager, like his top management counterparts, will have far more requests for funds than there are funds available. His skill in selecting the best investment ideas will both improve the operation's efficiency of his plant and provide top management with an excellent index of his performance.

■ **Expenditures effecting replacement.** Any investments concerning replacement of equipment connected with the basic nature of the business should be made by the local manager. The decision to remain in this type of business has already been made so that top management should not be forced to review, basically, the same decision.

Naturally, there would have to be an upward dollar ceiling placed on these decisions, but it should be one sufficiently large to allow the local manager latitude and small enough so that top management will have control over any really sizable investments.

■ **Expenditures effecting miscellaneous changes.** There are some decisions that call for middle management action even though they may effect policy changes or run, in some instances, contrary to established policy. An arbitrary dollar figure may be the best way to insure that top management's time is not spent considering relatively minor matters.

An example could be air conditioning for salesmen's cars. Although this "luxury" might be contrary to company policy on a nationwide



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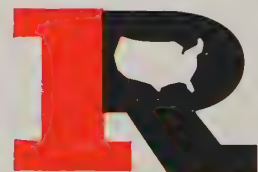
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basis, a regional manager in the southwest might find this a necessity in order for his men to compete effectively. If he is able to budget certain funds for such matters from his total appropriations, the corporate entity will benefit. Again, the effectiveness with which the local manager commits his investment budget provides top management with some real insight into his present performance and his potential as a top manager.

Investment organization

A second major area to consider after "definitions" is the organization needed to enact expenditure decisions.

In order to effectively carry out such a decision making policy for capital investments on a company-wide basis, the proper organization should be structured.

At the firm-wide level this will mean that a major officer should be charged with the responsibility for investment analysis (in the very largest corporations this may require, and in some instances has required, a vice presidential position).

The important aspect of investment analysis in the organization is to define and delegate authority in specific terms. This may mean that the financial officer — controller, treasurer or one of many such titles — will have his duties expanded. Elements of such responsibility include:

- Pulling together all pertinent data needed for the final recommendation.
- Designing and administering the reporting format of all proposals reviewed by the senior executives and board of directors.
- Providing functional guidance to his counterpart at plant and divisional level.
- Reviewing a selected sampling of each plant's decisions.
- Effecting a post audit of earnings for those decisions made by the senior executives.
- Continually revising all phases of the corporate investment practices in order to insure that they will meet the firm's ever changing needs.

At the plant level or other lower structure there should be persons

responsible for investment analysis in his area. Again, he should report to the officer in charge of the area activities, such as plant manager, just as the corporate officer should report to the president.

This regional or local position may require creation of a separate job or it may be included in the duties of existing personnel, depending upon the size and operations of the organizations.

Certain criteria should be met for both the corporate and plant level positions.

First, these men should be technically competent in the use of such quantitative tools as discounted rate of return.

Second, they should have personal qualifications necessary for conducting successful staff work. Ability to work with people, to sell their ideas and to be analytical are among these attributes.

Third, they should possess some broad industry background. Previous work in operations or internal management engineering would be particularly helpful.

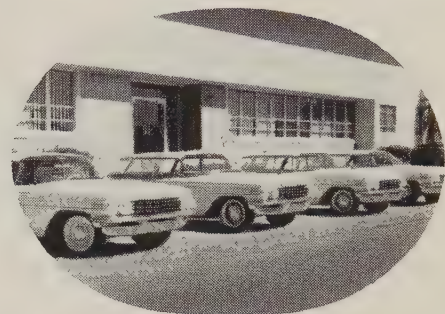
Fourth, such candidates would benefit from having some teaching ability. Much of their time will be spent inculcating all levels of management in the latest thinking on broad investment matters.

Summary

There is a need for delegating certain capital expenditure decisions. A firm's expenditure program may possess excellent quantitative tools (discounted rate of return, realistic long-term capital budgeting, good forms and procedures, accurate and realistic estimates), a good training program pertaining to the use of these tools, and a substantial amount of creativity. Yet it can still fail in its goal of achieving maximum utilization of invested capital if it does not delegate many of its decisions. Such a delegation procedure would have to be tailored to the company's product line, financial resources, long-term goals, organization structure, and other factors. After ascertaining their needs in this area the company would then be able to effect a *realistic delegation procedure*. Without this, any decentralization program loses some of its effectiveness. ■



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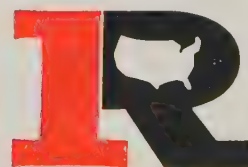


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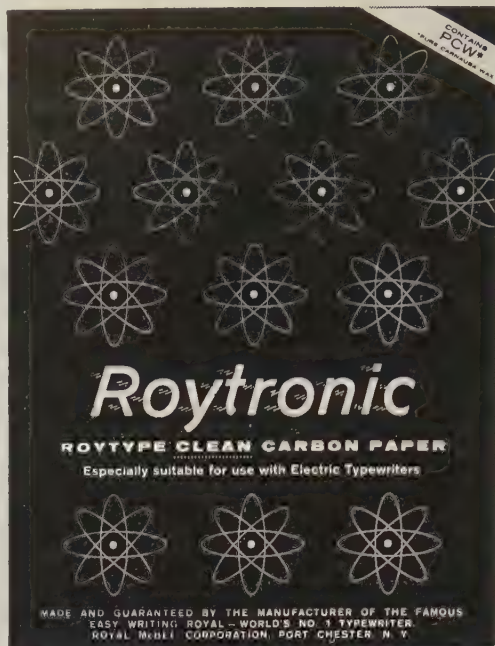
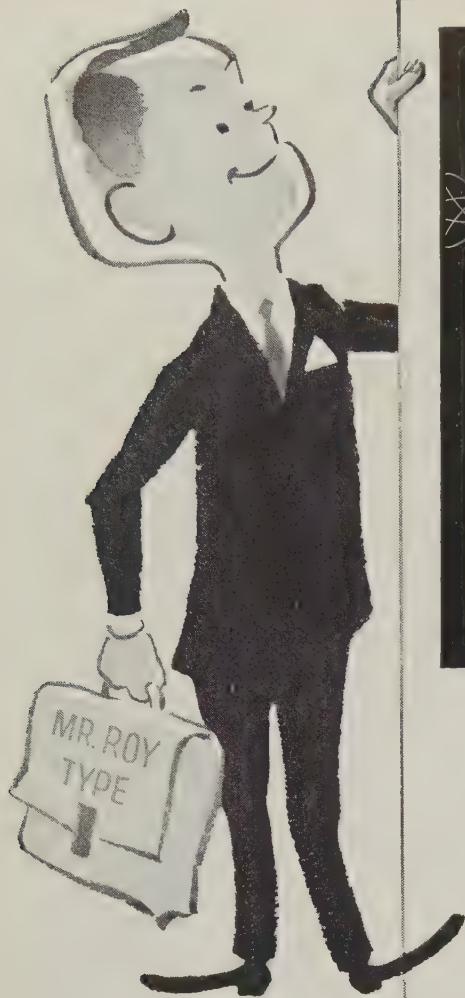
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Business electronics

Paper tape output added to typing calculator

A new model IBM 632 electronic typing calculator has been introduced that incorporates five-channel punched paper tape output.

This additional feature allows the Trontape, as it's called, to be created simultaneously as a by-product of billing or other typing-calculating operations.

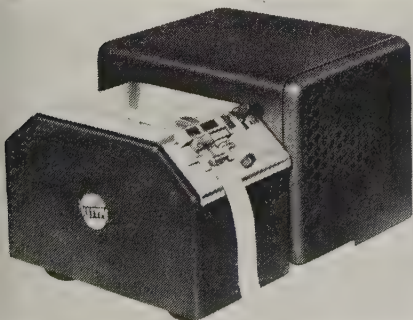
The paper tape output can be used for direct input to many data-processing systems or converted to IBM punch cards for processing in accounting machines.

A 1,025-foot roll of Trontape can store as much data as 1,500 fully punched 80-column cards. An error deletion device automatically cancels incorrect information that has been punched into the tape.

For more details on this electronic typing calculator, circle number 247 on the Reader Service Card.

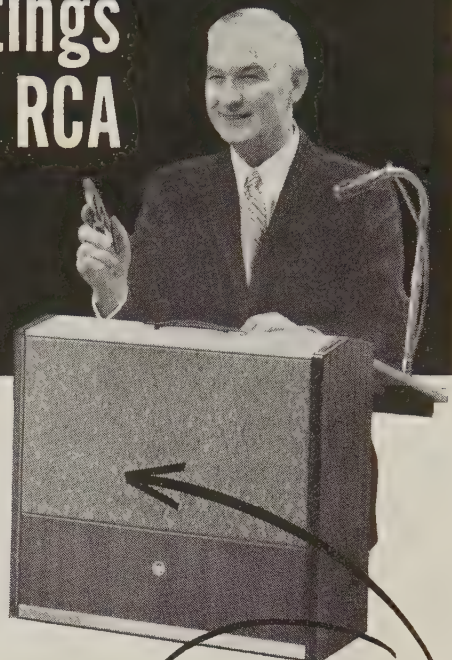
New set has many tape reading applications

Teletype Corp. has developed a miniaturized punched tape reader set—including transmitter-distributor, motor, base and cover—that is 40% smaller in size and weight than previous units. Its range of applications include on-



Compact punched tape reader set is 40% smaller than previous models

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A S T E R L I N G P R E C I S I O N C O R P O R A T I O N

(Circle number 153 for more information)

line data transmission over existing communication facilities and off-line control of tape-operated machines. Because of the set's compactness—5½ by 7½ by 9½ inches—it permits installation in spaces previously too small to utilize.

Called Model 28 LXD, the set features sequential output, 100-word per minute transmission and reduced power consumption. The unit is available to read five- or six-level chadless or fully perforated tape.

Contacts for multi-wire output are optional. Components of the set are also available for integration with other systems equipment.

For more details and application data on this tape reader, circle number 223 on the Reader Service Card.

Modular data accumulator stores 15,000 counts a second

Telecordex 180 is a new high speed data accumulator and recording system employing the modular concept.

Introduced by Data Instrument Division, Telecomputing Corp., it can accept up to six independent inputs by adding module accumulator units.

It records and stores sequential measurement pulses at rates up to 15,000 per second. Each channel has a maximum storage of 999,999 counts.

The output of the system can be recorded by electric typewriter at 600 characters a minute, by IBM key or summary punch at 50 cards a minute, or by tape perforator.

For further technical details on this data accumulator, circle number 222 on the Reader Service Card.

Computer data loading time reduced by new converter

A paper tape to magnetic tape converter that cuts costly computer information loading time has been developed by Gilliland-NRI.

The new unit eliminates the intermediate conversion of paper tape to cards. This allows off-line conversion of paper tape directly to IBM 650 and 704 magnetic tape at 300 characters per second.

Costs of the Series GN-100 converter range below \$30,000 depending on individual specifications.

The converter automatically generates the required tape format structure without special paper tape codes.

Data on seven or eight-channel paper tape is recorded on magnetic tape ready for playback on the IBM transport.

For more technical details on this new converter, circle number 248 on the Reader Service Card.



Practical guide to EDP role in business management

"Computers and People" explains electronic data processors from the point of view of the people the system serves.

Authored by John A. Postley, head

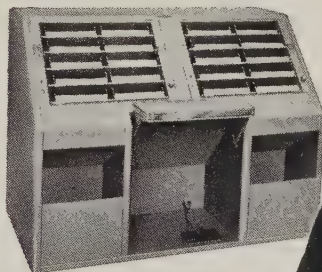
of the data processing group at the Rand Corp., this new book gives facts, methods and ideas on introducing or extending the use of modern computers in business activities.

Cost comes in for careful consideration, too. Both positive and negative costs involved in a switch to EDP are reviewed, as well as comparative benefits of long and short range planning.

Problems and pitfalls of transition from old procedures to automation are given special emphasis.

This 251-page, non-technical analysis of computers can be purchased for \$6 from McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36.

**"a new
Thomas Collator
sure solved
a lot of problems
around here"**



It's my job to look for trouble—preferably before it starts—but one job that always caused me plenty of headaches was this business of gathering duplicated pages into sets. It's always the same—too little time—not enough help—and plenty of grumbling by the girls.

It wasn't until I had talked to the Thomas people that I realized our present method was as obsolete as

the roll top desk. With our new Thomas Collator *one girl does the work of six . . .* without the mad scramble of last minute deadlines. What's more, the way it looks, the machine will pay for itself by the end of the year.

Why not call the Thomas people for more information or an actual working demonstration? If you're like us, you'll be glad you did!



Thomas Collators Inc.

100 Church St., Dept. D, N.Y., N.Y.
(Circle number 174 for more information)



Vigorous personality expressed in this



All areas of the four-room suite reflect the same colorful harmony. Underlining and unifying the decor is striated carpeting in beige, brown and black. Secretarial area here serves as buffer to private offices beyond.

THE MAN

Walter H. Wheeler
President

THE COMPANY

Pitney-Bowes, Inc.
Stamford, Conn.

INTERIOR DESIGNER

L. G. Sherburne Associates

Photographs by Ben Schnall

No frills are present in the offices of President Walter H. Wheeler of Pitney-Bowes, Inc. Furnishings are scaled in size and character to his robust, hearty, dynamic personality.

Colors throughout are strong, masculine—with a generous use of the deep blues of the sea he sails in his 70-foot yawl.

His nautical interests are played up in the imported fireplace tiles, seascapes, trophies and memorabilia.

Boldly grained teak and walnut paneling and furniture—burnt um-

ber in tone—add color and pattern to an otherwise severe decor. Textured antique white of alternate walls serves as a foil for the deep hues of the sturdy furnishings.

All areas of the four-part suite flow into one another in complete harmony—yet each can be closed off for maximum privacy.

Contemporary styled work and conference facilities, custom designed by Jens Risom, further the orderliness and efficiency characteristic of President Wheeler. A salute to tradition is found in the handsomely framed paintings.

A SUCCESSFUL MAN

presidential suite



Sturdiness and warmth characterize the entire suite of Walter H. Wheeler, president of Pitney-Bowes, Inc. His nautical interests are evident in the fireplace wall accessories. Imported Dutch tiles picture sailing ships and burgees.



Teak sheathed board room repeats forthright personality of firm's chief executive. Raised hearth is accented by tiles picturing Pitney-Bowes mailroom equipment.



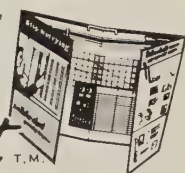
"Slickest visual control..."

... say hundreds of users. Entries made directly with marking pencil on a rolling "Mylar" sleeve which moves with time, bringing deadlines constantly closer. Entries easily erased with the swish of a cloth.

Send for **FREE GUIDE to Control Methods**

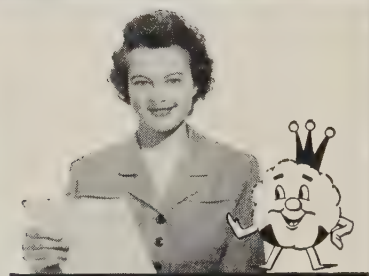
with full-scale, sample chart section

Shows how Rol-a-chart controls 22 different items: orders, production, data processing, maintenance, dispatching, sales, etc. Also expert consultation service with no obligation.



Rol-a-chart T.M.

Conley, Baltzer & Steward
494 Jefferson St., San Francisco 9
(Circle number 169 for more information)

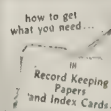


smart girl to insist on MECHANO FORM

She knew what her boss wanted — a ledger and index paper with 7 colors plus white, in eight weights for a coordinated office paper system.

Only Mechano Form Ledger and Index has this range and 50% cotton fiber quality. Only Parsons makes it . . . but your printer can get it quickly.

Parsons
KING COTTON BUSINESS PAPERS



YOURS: RECORD-KEEPING PAPER GUIDE NO. 311. WRITE ON YOUR BUSINESS LETTERHEAD TO PARSONS PAPER DIVISION, NATIONAL VULCANIZED FIBRE COMPANY, HOLYOKE, MASSACHUSETTS

(Circle number 140 for more information)

An Open Letter about the Cost of Advertising

An unusual report is being circulated which shows that the bulk of all U. S. business production and purchasing is totally controlled by a group of just 38,000 specific companies.

These companies have been identified by name, and the evidence is that they represent the total worthwhile market for anyone selling to top management.

Unbelievable though it may be, there is only one magazine in which you can advertise that concentrates its readership on the top men *in exactly this group of companies*—and avoids virtually all waste readership!

Because of this remarkable concentration *on just the most worthwhile circulation*, an advertisement in this magazine costs you only \$1,000 for one full page and will reach 75,000 executives in these firms which make up your total worthwhile market! In any other publication, to reach this much of this group, in this size advertisement, would cost you at least *twice* that amount!

The magazine which this report describes is *Management Methods*—the magazine you are now holding in your hands.

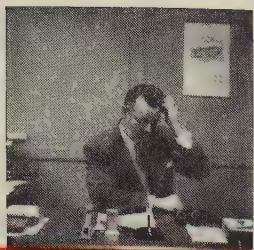
If you can be shown that these statements are completely true—without loopholes—wouldn't you consider using this noted business publication for your advertising? Isn't it worth investigating—immediately?

We will send you a copy of this keenly interesting report which shows these astonishing marketing facts, if you will request it as soon as possible. Simply write on your company letterhead to: Management Methods, 22 West Putnam Avenue, Greenwich, Connecticut. Ask for Report C.

MANAGEMENT MAGAZINES, INC.

Management Methods, School Management, Management Publishing Corp.

22 West Putnam Avenue, Greenwich, Connecticut



Thought starters

SALES TRAINING

Booklets point way to above-average sales results

Your salesmen will enjoy reading, and will profit by, the specifics of super salesmanship pointed out in six new pocket manuals.

Authored by Ted Pollock, each booklet trouble-shoots one major obstacle that stymies the average salesman from getting *above par* results. Each includes do-it-yourself workouts for applying tested selling techniques. Each originally appeared as an article in **MANAGEMENT METHODS**.

Titles of the challenging series are: "17 Ways to Land the Order Now," "How to Get New Business from Old Accounts," "Ways to Prove Price is Secondary," "The Hidden Plusses in Your Product," "What's In It For Me?" and "Secrets of Persuasion."

Single copies cost 50 cents with discounts offered on quantities. To order any or all of these manuals, write Pamphlet Press, P.O. Box 732, Brooklyn 1, N. Y.

COPYING EQUIPMENT

New low-cost, 25-pound unit produces dry copies in seconds

No chemicals or liquids are involved in operating the new Thermo-Fax Courier copying machine made by Minnesota Mining & Manufacturing Co. The unit produces copies in eight seconds or less by a completely dry, all electric process.

A single control governs the entire operation. Copies can be made



WHY BUY "JUST ANOTHER" PHOTOCOPY MACHINE?

see the _____

Photorapid
ELECTRA

...THE MOST VERSATILE PHOTOCOPY MACHINE IN THE WORLD!

Now, the new Photorapid Electra combines *all* office copying operations with quality and speed unequaled by any other machine! Makes single copies... or, with Photorapid's exclusive Multi-copy copy paper, makes three to twelve copies from a single negative with no special chemicals or attachments! Copies anything the eye can see! Anyone can learn in 5 minutes to make perfect copies... copies you'll be proud to show!

But, that's not all. The Photorapid Electra makes *aluminum offset plates*, too. With the Photorapid MAGI-PLATE, the Electra lets you make perfect plates right in your own office! Takes only 60 seconds! Costs only 39¢ complete! Makes up to 40,000 copies! And, it's the cleanest, easiest plate-making process ever developed!

FREE TRIAL IN YOUR PLANT OR OFFICE!

Call, wire or mail coupon to your nearest Photorapid Division Office.

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Dept. MM-2
3620 Oakton St.
Skokie, Illinois
JUUniper 8-1600

WESTERN DIVISION
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We would like a free trial of the PHOTORAPID ELECTRA MULTICOPY AND MAGI-PLATE in our office without obligation. Dept. MM-2

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ADDRESS _____

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PHONE _____

DEALER INQUIRIES INVITED

(Circle number 168 for more information)

SILK GAUZE



...THE RIBBON THAT DOES EVERYTHING!*

*Everything you could reasonably expect a business machine ribbon to do . . . from general typing to data processing! Whether used for manual or electric typewriters, billing machines, tabulators, wire printers or any of the newest high speed data processing machines, Columbia Silk Gauze ribbons deliver the results you want.

Silk Gauze ribbons have proved themselves through years of superior performance. They are

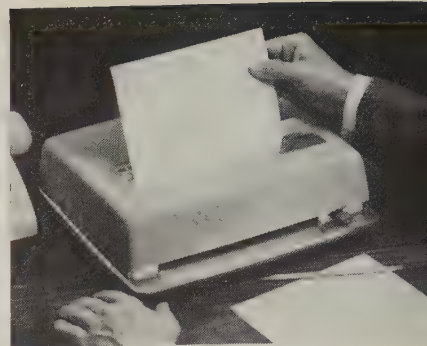
made of the finest, lint-free silk obtainable, inked by an exclusive Columbia process. You get the sharpest, most uniform write you've ever seen. Super-strong, extra-length Silk Gauze ribbons are still on the job long after ordinary ribbons have called it a day.

For a demonstration of Silk Gauze ribbons that meet your particular requirements, call your Columbia supplier or consult the Yellow Pages.

SILK GAUZE RIBBONS
by *Columbia*®

Columbia Ribbon & Carbon Mfg. Co., Inc., Glen Cove, New York
Columbia Ribbon & Carbon Pacific, Inc., Duarte, California

(Circle number 114 for more information)



One control governs complete copying process on new compact Thermo-Fax

on a new bond-weight white paper developed by 3M or on seven colored stocks for coded distribution.

The Courier is compact and lightweight for desk top use at point of need. It is priced at \$199.

If you would like more details on this copying machine, circle number 244 on the Reader Service Card.

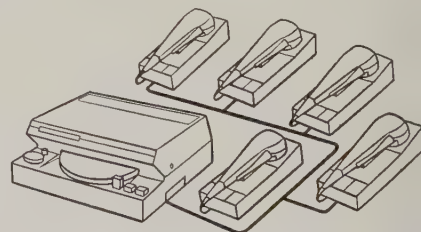
DICTATING EQUIPMENT

Satellite system serves five distant dictators

As many as five individuals can use the same remotely located recorder, one at a time of course with the new Satellite microphone dictation system developed by SoundScriber Corp.

To dictate, the microphone is simply lifted from its cradle and the talk button pressed. A green light is the go-ahead signal. Dictation is automatically recorded at the centrally located transcriber.

A Magic Memory circuit instantly resumes proper position for recording after any length scan back. The available discs accommodate 15 minutes of dictation or



Only one central recorder is needed for five Satellite microphones.

each side. Recordings can also be played on any standard 33 $\frac{1}{3}$ rpm phonograph.

Microphones can be located up to 200 feet away from the central recorder.

The system with five Satellit

The revolution in dictation starts with Stenorette®



Fully Transistorized Stenorette-T with either dictating or transcribing accessories—only **\$199.50** plus FET

Junk costly cylinders—and one-shot belts and discs

One re-usable Stenorette Tape outlasts thousands of these relics

Why put up with time-consuming dictating methods? Talk on tape—the modern way—with a Stenorette-T.

Stenorette-T is fully transistorized for instant use—the fastest, easiest machine you can use. No frantic fingering. No embarrassing mistakes. One-button “mike-center” control lets you dictate, backspace, review . . . and, if you say it wrong, erase as you say it again *right!*

Your secretary transcribes faster too. No pre-listening for errors. There are none. She types it right the first time. Automatic Voice Control gives her uniform play-back at all times. No sudden shouts or whispers!

You get big mileage out of Stenorette magnetic tape. Each reel or magazine gives you up to 45 minutes of continuous dictation . . . and you use it over and over again.

And, remember, a complete Stenorette system—fully coordinated for both dictating and transcribing with desk models for your office, portables in the field—costs you half that of other systems.

No other machine compares in cost, quality or features. Ask for a revealing 15-minute demonstration (and free trial in your own office) . . . the quickest way to learn all the facts about *the revolution in dictation that starts with a Stenorette.*



Stenorette®

COMPANION.

Battery-powered
Portable. Fully transistorized. 45 min. reel.
Fully compatible with desk-model Stenorette.

Only **\$199.50** plus FET



Stenorette®

—more DeJur-Grundig Stenorettes are sold in the United States than all other magnetic dictating machines combined.

(Circle number 158 for more information)

DeJUR-AMSCO Corporation, Business Equipment Div.
Northern Blvd. at 45th St., Long Island City 1, N. Y.

6 Send booklet about the revolution in dictation ☐

0 Have your representative call for a demonstration ☐

2 Name _____ Title _____

2 Company _____

Address _____

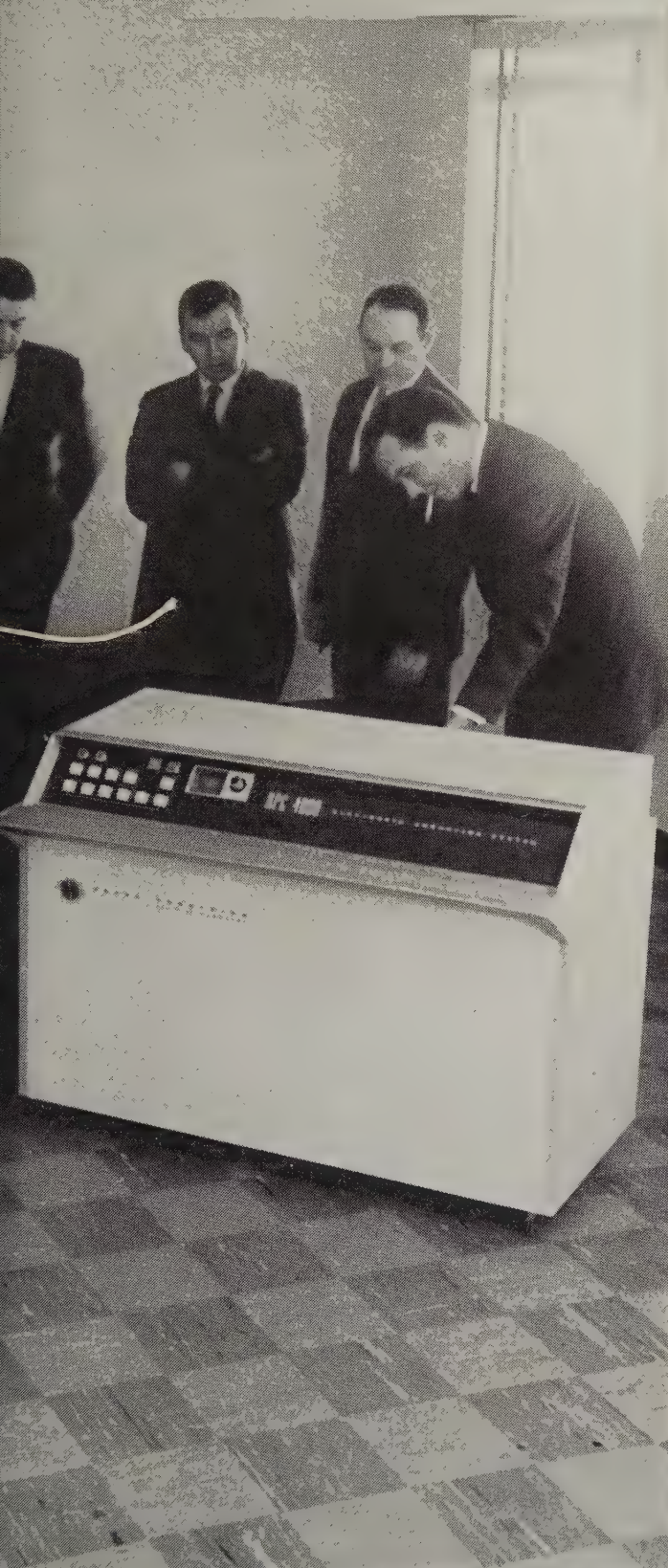
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**NOW! A NEW CONCEPT
IN COMPUTER DESIGN
SETS A NEW STANDARD
OF VERSATILITY AND VALUE!**

THE FULLY-TRANSISTORIZED

RPC-4000 ELECTRONIC COMPUTING SYSTEM





The RPC-4000 is a new, fully-transistorized electronic computing system with the largest memory, greatest problem-solving capacity and flexibility in the low- or medium-priced field. It is the latest member of a growing family from the people whose LGP-30 has become the world's leading small-scale computer.

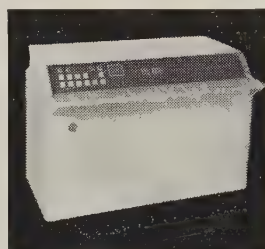
Wide range of applications: the RPC-4000 has been designed for engineering, scientific, business data processing and management control functions. Such jobs as product and process design, statistical analysis, research, inventory control, payroll and sales analysis are all well within its capabilities.

Easy to use: the RPC-4000 is simple to program and operate. Royal McBee compiling and translating routines allow even non-technical personnel to obtain maximum results. Versatile command structure gives programming speed and flexibility.

Available at low cost: high capacity, flexibility and ease of operation make the RPC-4000 the outstanding computer value on the market today.

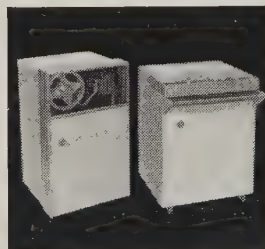
Minimum operating costs: the RPC-4000 requires no site preparation or special maintenance. It is powered from any ordinary wall outlet.

Continuing assistance: users benefit from free training, an information exchange service, and library of programs.



Heart of the RPC-4000 system is a new transistorized computer with advanced design concepts that provide substantial computing speed and capacity in a low-cost unit. Magnetic memory drum stores **8008 words**. Operating speeds are as high as **230,000/minute**.

Standard input-output is a tape typewriter system which includes a Royal electric encoding-decoding typewriter complete with desk and chair, plus a tape punch-read console. Read speed is 60 characters/sec., punch speed 30 characters/sec. Typewriter, punch and reader may be interconnected in any combination for both on-line and off-line operations.



A new 500 character/sec. photo-electric tape reader and a 300 character/sec. punch are available as optional input-output equipment. A magnetic tape unit and a line printer will be available soon. As many as 17 input-output devices (60 with minor modification) may be connected on-line to the basic system. All peripheral equipment is under automatic program control of the computer.



Royal Precision Corporation

Royal Precision is jointly owned by the Royal McBee and General Precision Equipment Corporations. RPC-4000 sales and service are available coast-to-coast, in Canada and abroad through Royal McBee Data Processing Offices. For full, detailed specifications on the new, transistorized RPC-4000, write

ROYAL MCBEE data processing division, Port Chester, N.Y.

(Circle number 155 for more information)

microphones costs \$161 per man—or \$805 for the complete installation.

For further details on this central Communicator network, circle number 246 on the Reader Service Card.

NEW PRODUCTS

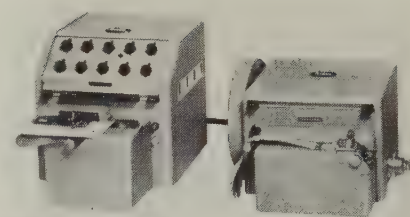
Data collecting system for up-to-minute control

Friden's new Collectadata system is designed for almost any procedure where fast, accurate

channeling of data to a central point is vital.

The system can be initiated on a building block basis, adding any number of transmitters and receivers as the need develops.

As work is started or completed, coded card or tape input is fed to a transmitter. All data thus collected and automatically read is relayed by cable to centrally located receivers which reproduce the data on continuous punched tape. This tape, in turn, can be fed



New control system collects, reads and transmits data for central processing.

to a computer, tape-to-card converter or an automatic writing machine to prepare records for scheduling, cost accounting or other reporting functions.

For more details on the quick, accurate data expediting system, circle number 213 on the Reader Service Card.

New refrigerator for flush wall mounting

Suitable for office installation is a new built-in refrigerator made by Morphy-Richards, Inc.

Designed for flush mounting, the unit is available in wood tone, white enamel, or a pre-paint finish which can be painted to suit any office decor.

Since there are no moving parts in this Astral refrigerator, operation is silent. It will run on either AC or DC systems.

For more details on this new wall refrigerator, circle number 245 on the Reader Service Card.

New forms-feeding device extends use of typewriters

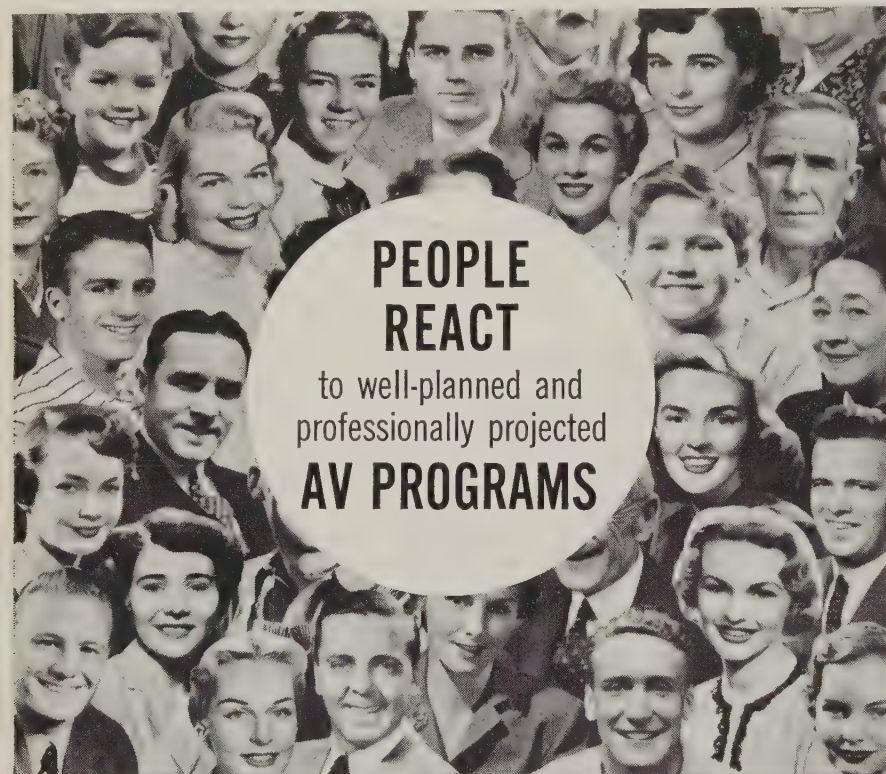
By simply snapping on a new feeding attachment, any electric typewriter can be used to prepare tractor-fed forms.

Developed by Moore Business Forms, Inc., the Flexible Formaliner carries two movable tractors on lightweight shafts.

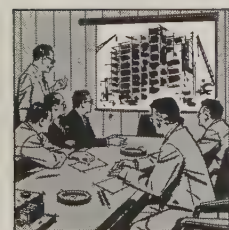
The device snaps on the carriage to quickly convert a typewriter to a marginal punched formswriter. The tractors can be moved laterally to accommodate variable-width forms.

The Formaliner need not be removed to write occasional cut-single form sets. The tractors can be pushed aside so they will not interfere with pressure-fed typing.

For more details on this useful device, circle number 234 on the Reader Service Card.



Upgrade your Training Program and Sales Presentations



CONFERENCE ROOMS



WRITE TODAY!

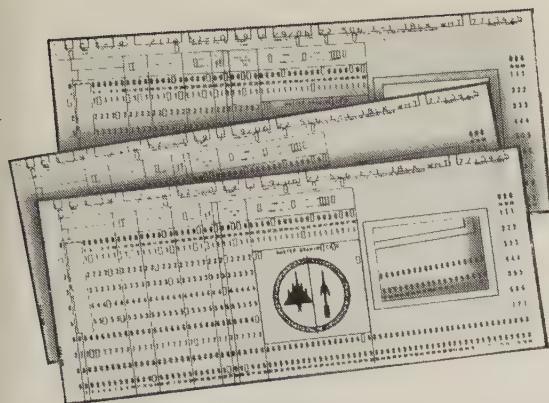
For literature and demonstration by the franchised Da-Lite AV dealer in your area.

Leading industrialists know that *best results* are obtained when training and sales materials are presented on film. It is imperative, however, that your program be projected on a quality screen. The unquestioned quality of Da-Lite screens has been proven through 50 years of experience in the development and production of the finest screens available.

Equip your conference room with a famous Da-Lite Electrol electrically-operated wall screen... your sales force should have easy-to-carry Da-Lite Vidiomaster portable tripod screens. Available in exclusive White Magic glass-beaded screen surface or the new lenticular surface for best projection in undarkened rooms.



(Circle number 157 for more information)



In just 90 seconds

Filmsort® Aperture Cards give you all the facts



Filmsort aperture cards make it so simple to supply needed engineering information to any department, branch, or plant. When your microfilmed engineering drawings are on these versatile cards, facts that speed production are at your finger tips in just 90 seconds.

This aperture card system, long used by U. S. Forces, is flexible and adaptable to any engineering drawing reference system—it fits any budget in any size operation. Multiple point-

of-use files are easy to create and maintain. You can take a look at Filmsort aperture cards on a reader—or take more than a look, take a copy in seconds with a reader-printer. You eliminate waiting time for prints, out-of-file problems, and recover up to 96% of drawing file space. You reduce overhead and improve communications.

For information about how others use Filmsort aperture cards to speed industrial paperwork and communications, mail the coupon now.

The Filmsort Company

a division of

MINNESOTA MINING AND MANUFACTURING COMPANY
... WHERE RESEARCH IS THE KEY TO TOMORROW



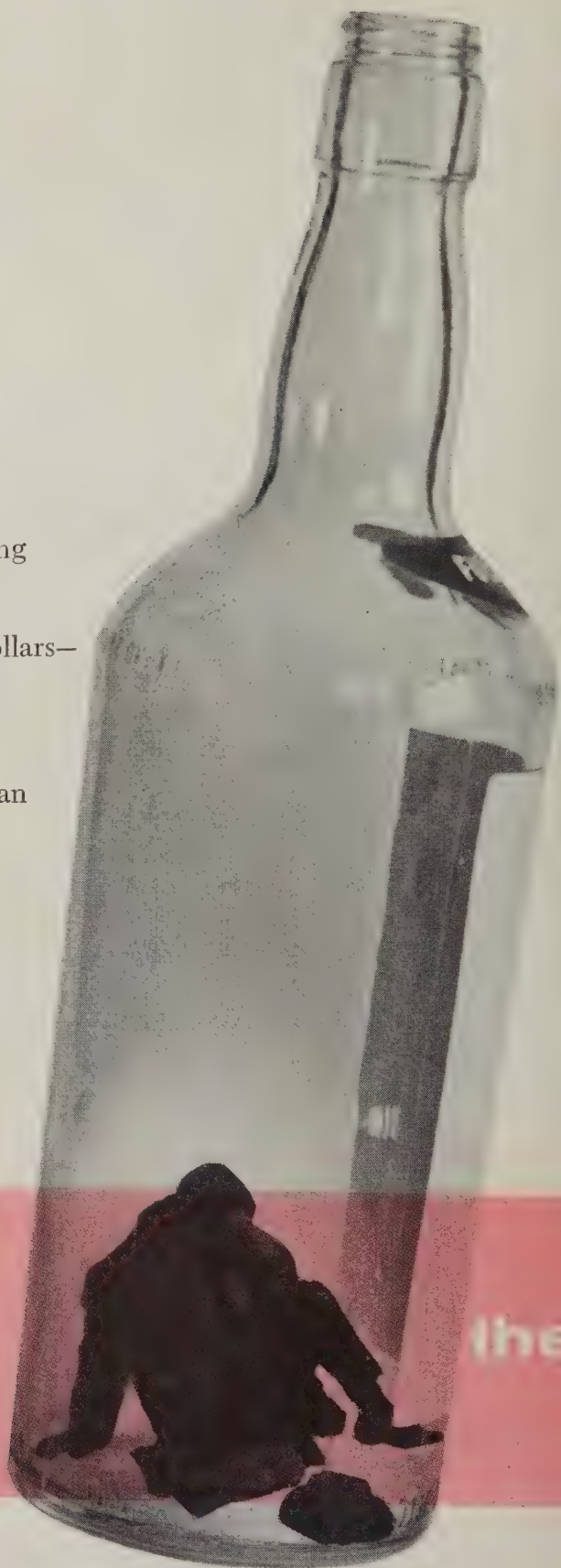
THE TERM "FILMSORT" IS A REGISTERED TRADEMARK OF 3M COMPANY

THE FILMSORT COMPANY
MINNESOTA MINING AND MANUFACTURING COMPANY
DEPT. NO. JBD-30, ST. PAUL 6, MINNESOTA
Please rush me a free booklet about how others use Filmsort aperture cards to speed industrial paperwork and communications.

NAME _____
TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

(Circle number 173 for more information)

Every firm has its share of problem drinkers, ranging from borderline cases to confirmed alcoholics. These people can cost a business thousands of dollars—in ways you may not even realize. Firing is one way to attack the problem, but frequently it is possible to salvage the man and his job. Here's a course of positive action that works.



This article is based on a book, THE DRINKING PROBLEM—AND ITS CONTROL, by Dr. C. Anthony D'Alonzo, assistant medical director of the E. du Pont de Nemours & Co. The book is published by Gulf Publishing Co., Houston, Texas, and sells for \$2.95 a copy.

Among every 100 people in your company, chances are there are at least two alcoholics.

Say it isn't so? The fact is that one out of every 50 employees in industry is an alcoholic. That's the report of the Yale Center of Alcohol Studies.

Alcoholism has been called America's most serious drug addiction.* It ranks with heart disease, cancer and mental illness as one of the country's four major health problems.

No one wants to lose a productive employee—much less a creative executive—to alcohol. But neither does any company want to keep an alcoholic on the payroll.

But what is alcoholism? Is it a drink during lunch, a couple of cocktails before dinner, or finishing a fifth every day?

Consider this definition of alcoholism from Consolidated Edison Co.: "... a condition resulting from repeated over indulgence in alcoholic beverages wherein the employee is unable to properly perform his assigned duties."

In other words, insofar as industry is concerned, a man is an alcoholic

when drink interferes with his ability to get his job done right.

There are positive actions you can take to help an alcoholic employee get on the wagon—and stay there.

1. Recognize the fact that alcoholism is a disease. When helping an alcoholic, remember that you are not dealing merely with habit, moral breakdown or weak willpower.

2. Get to know the signs of heavy drinking.

3. Keep someone in the company who thoroughly understands alcoholism. Many larger firms have a physician or psychiatrist on hand, but repeated experience shows that the person who can do the most for the alcoholic is a member of Alcoholics Anonymous—a man who has licked alcoholism himself.

4. Make two policies clear: 1) that plans for rehabilitating alcoholics have management's full endorsement and 2) that the man who admits his problem and seeks help to do something about it will have the full cooperation of management.

5. Emphasize that those who fail after a fair trial will be fired. Discharge for failure is a must, since

those who are threatened but not discharged see no real reason to quit drinking.

Damage alcoholics can do

Everyone knows an alcoholic can hurt a company. But just how much damage an alcoholic can do—when the cold facts are examined—can be eye-opening. For instance, here's an unedited quote from an executive who is a reformed alcoholic:

"The time alcohol took over was a most important time in my job and completely destroyed my power to think or act like a normal human being. I ended up insulting the boss, his wife, and out-of-town guests. This was accomplished not at a private gathering, but in a public room right in a hotel."

Picture yourself in that employer's shoes. A pretty unappealing place to be. Then consider the alcoholic and what he said: "... completely destroyed my power to think or act like a normal human being."

But even if he is not in a position to embarrass the company, the alcoholic can cost you in other ways. Consider time spent on the job.

■ Authoritative studies show that the alcoholic loses 22 more working days a year than the average employee—nearly two more days per month.

■ He takes two days longer to recover from illnesses than other employees.

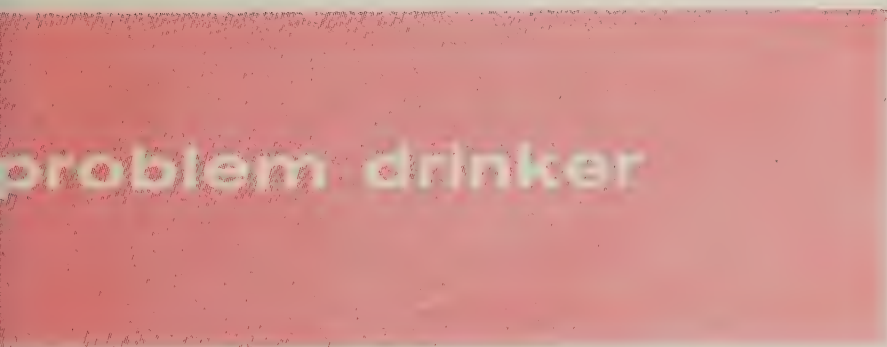
■ The alcoholic's life expectancy is 12 years less than that of the non-alcoholic.

■ It's known that the efficiency and production of the alcoholic worker is below that of the non-alcoholic. It can also be dangerous to have an alcoholic in a plant.

For example, a fire in an eastern textile plant resulted in serious injuries to three workers. The fire was caused by an alcoholic whose senses had become so dulled by intoxication that he did not notice or care that his machine was overheating.

Another fact that studies have turned up is that the alcoholic is frequently unhappy and affects the morale and efficiency of others.

Industry's "billion dollar hang-



*According to an article in *The Management Review* by Dr. Frances I. Colonna of the Consultation Clinic for Alcoholism, New York University—Bellevue Medical Center, alcoholism is the nation's most serious drug addiction. To quote Dr. Colonna, "Alcoholism may be regarded as an addiction when it involves loss of control over the use of alcohol, a change in tolerance, and a driving, all-absorbing preoccupation with obtaining and consuming alcohol."



Are YOU in danger of alcoholism?

You can use this checklist to determine whether you have alcoholic tendencies. No questionnaire can tell you specifically if you are an alcoholic—or likely to become one. But if you answered even one question “yes,” your drinking habits may deserve some thought. If you answer three or more “yes,” or if you notice a drift to the affirmative, the experts say there is definite cause to worry.

(This checklist is adapted from the book, *The Drinking Problem—And Its Control*, by Dr. C. A. D’Alonzo of Du Pont.)

1. Have you lost time from work because of drinking?
2. Does drinking make your home life unpleasant or unhappy?
3. Have you ever felt remorse after drinking?
4. Has drinking ever gotten you into financial difficulties?
5. Do you seek lower companions and an inferior environment when drinking?
6. Has your ambition decreased since drinking?
7. Do you want a drink to “steady yourself” the next morning?
8. Does drinking cause you to have difficulty in sleeping?
9. Has your efficiency dropped since drinking?
10. Do you drink to escape from worries or trouble?
11. Have you ever had a complete loss of memory as a result of drinking?
12. Have you ever been medically treated for drinking?
13. Do you drink to build up your self confidence?

over”—as the alcohol problem is often tabbed—is no misnomer. Consider the expense when trained workers or executives are fired. It takes real money today to train and replace good men.

A television tube firm recently lost its top chemical engineer and two chief production men because of on-the-job drinking or hangovers which interfered with their ability to work.

How to spot alcoholism

The late Dr. George H. Gehrman, medical director of the E. I. du Pont de Nemours and Co., who inaugurated Du Pont’s program of rehabilitating alcoholics 16 years ago, said that there are certain signs that indicate heavy drinking.

Frequent illnesses: One such sign is frequent absenteeism for illness. The illness may vary, or may be repetitions of old illnesses. Upset stomach, “ulcer” pain, and gall-bladder trouble are three characteristic illnesses of the alcoholic.

Monday absences: Another symptom of alcoholism is that illnesses usually start on Monday. It’s perfectly conceivable that an illness of any type could start on a Monday, but it gets suspicious when sickness nearly always comes after a weekend.

Here’s an example.

A telephone operator who had worked in a Du Pont plant for years was frequently absent on Mondays. Then it became Monday and Tues-

day. Finally she was coming in late Wednesday morning, clearly showing the effects of a hangover.

One Wednesday she was taken to the medical division, where it was verified that she was an alcoholic. She was taken home. A day later the alcoholic advisor, himself a member of AA, visited her.

He was able to penetrate her emotional barrassment by impressing on her that the company looked on her trouble as a disease. He also told her that the company knew her disease differed from other diseases in that the recovery was entirely under her control and depended upon her desire to get well. The company would help her recover if she wished. Otherwise she faced discharge.

With patient company follow-up and an assist from Alcoholics Anonymous, she did recover.

The company benefited two ways. First, it got back an efficient worker. Second, the rehabilitated operator has been a real help to those affected as she once was.

Efficiency drop: Another sign of alcoholism is a gradual and appreciable drop in efficiency and job performance.

A research chemist who had done a commendable job for years began to slip in his work. His appearance deteriorated. Both effects were quite apparent.

The chemist admitted he was drinking, after a heart-to-heart talk with the plant physician. He said he usually got drunk Friday night and stayed drunk Saturday and Sunday. Although he got to work on Monday, it took him about half the week to recover from his weekend drinking.

With help, this man recovered from alcoholism and his example has aided others who are, if not genuine alcoholics, certainly heavy drinkers.

Sloppy appearance: One sign to look for is a change in dress habits and over-all appearance. Neatness usually disappears. The man may neglect to shave for a day or two. Clothing no longer appears neat and clean, and the alcoholic generally becomes quite sloppy.

Watch for red, bleary eyes, trem-

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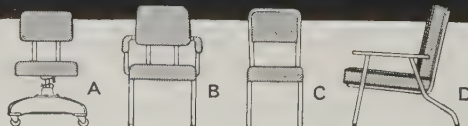
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bling hands and foul breath (stale liquor), sometimes mixed with breath deodorants.

Sneaking out: Frequent disappearances from the work location might mean the man is sneaking out for a quick drink. A worker in a steel plant was leaving his post with increasing frequency. Followed one day, he was seen drinking from a bottle he kept in the glove compartment of his car. The alcoholic adviser spoke to him, and straightened him out before drinking became a serious problem.

Complaints of maladjustment at home and financial difficulties are often common to the alcoholic. Naturally, these complaints are also made by non-alcoholics. But it is mentioned as part of a pattern that may be helpful in picking out the early problem drinkers.

Any combination of these signs and symptoms may be evident. If none is, say the authorities, it is safe to say that no problem of alcoholism exists.

Won't admit a problem

Most problem drinkers sternly refuse to admit—even to themselves—that they have any problem with alcohol. Thus an initial problem in dealing with an alcoholic is finding an opening in his defense mechanism and getting him to admit that he has a problem.

Consider this case.

An executive called in one of his salesmen whose absences were becoming regular and whose behavior at work was deteriorating.

"Many people think you have a problem with drinking," said the executive. "I think I can help you."

The salesman became angry and indignant. He shouted that he had never been so insulted in his life. After giving full vent to his anger, he started for the door.

"Before you go," the executive said, "I want to tell you one thing. You're acting very strangely, mister. Either you have a problem with alcohol, or you're nuts." This was a rough thing to say, but the man stopped.

"You don't give me much choice, do you?" the salesman said. "You know, it's the hardest thing in the world to have to admit that you can't handle your liquor."

Admitting the problem to him

■ HERE IS A LOW-COST, highly effective approach to office cost control—an approach that is tested and proven. It works even if you have no more than five people doing report work in your office.

The book is written by the president of one of the world's most highly respected management consulting firms, H. B. Maynard, and two of his associates in the H. B. Maynard Co.

The Maynard approach to office cost control and reduction is based on a set of standard time values covering 95% of all office tasks—priceless data developed during years of painstaking work.

These time values, called Universal Office Controls, are published for the first time as part of *Practical Control of Office Costs*.

Equally important, the book spells out—in clearcut, step-by-step, easy to understand language—how to apply these controls with full employee cooperation. It tells how to break down the barriers that have caused today's tremendous differential between office and factory output.

Just buying this book will *not* solve all your problems of office cost reduction. But if you apply with properly qualified personnel the program set forth in this book, you can definitely expect office performance to go up to as much as 80 to 100%. And the program itself costs no more than 1% of total office costs.

Practical Control of Office Costs helps you answer key questions like these:

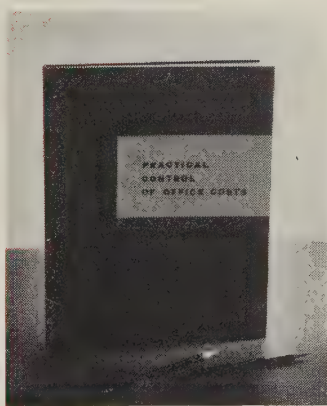
How many people do we really need? When is overtime justified? Which new equipment can pay for itself? How long should it take to type a letter... find a folder... make a phone call... total a column of figures?

Practical Control of Office Costs has been called one of the biggest contributions to management in the last decade. It contains 10 idea-packed chapters, 36 tables of standard time values in seven major categories of office work, 11 standard allowances for miscellaneous work, plus six helpful forms.

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That's the promise in an important new book by three experienced authors

PRACTICAL CONTROL OF OFFICE COSTS



by H. B. Maynard,
William M. Aiken
and J. F. Lewis

The book's table of contents:

Immediate results you can expect with practical office controls—"It is not unreasonable to expect cost reductions of 20 to 30% within a few months, with further savings in the following years."

Facts about the Universal Office Controls and how they were developed—"All manual work can be analyzed in terms of basic motions. Universal Office Controls are built on this fact and therefore are *universal* in their application."

Eight ways to use Universal Office Controls—You can get *factual* answers to questions like: Who are our best workers? ... Should we mechanize our office work? ... How much does each report cost? ... Should we use temporary help.

How to apply Universal Office Controls—Here are the steps to take to control costs with Universal Office Controls. Sample forms are given, plus a caution on how to avoid human relations problems.

Eight questions that test the efficiency of your office—Symptoms of poor efficiency will stand out when you observe the office in the light of these questions. Or you can use work sampling, which is described.

How to organize definite tasks for the office force—Here is the easy, systematic way to assign definite tasks, using task lists and work distribution charts.

How to establish effective methods in the office—A review of the two chief techniques for testing and improving the efficiency level of your present office methods.

How to set time standards for office tasks—Here, in step-by-step form, is a case example of how to create sound time standards that can be easily attained by the average worker.

How to install your program of Practical Office Control—Based on experience in firms where this program has been profitably used, you get a plan of action to take, and pitfalls to avoid.

Universal Office Controls standard data—Here are the actual tables of working data, giving established time values for approximately 95% of the elements of office operations.

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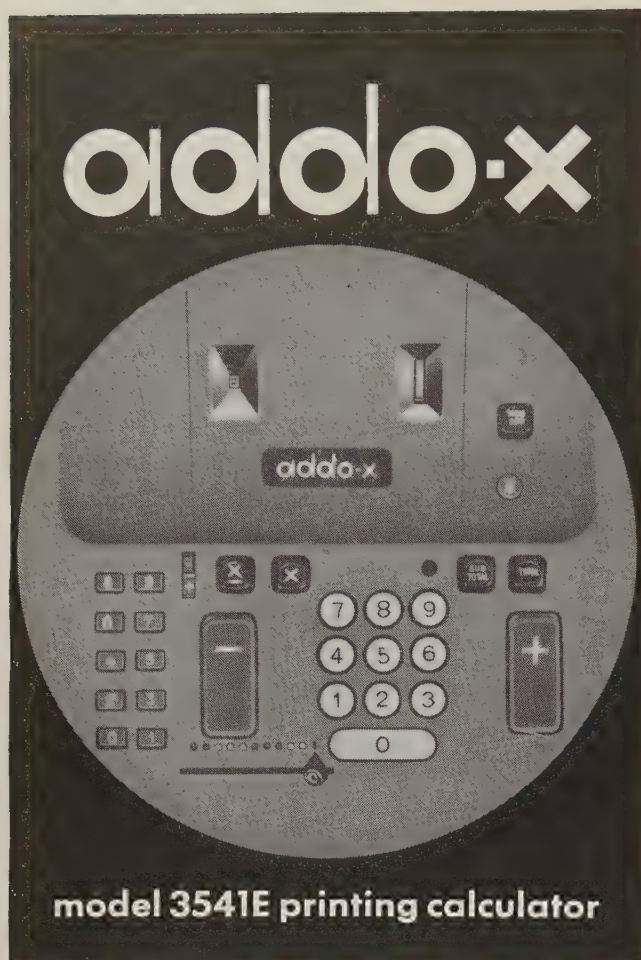
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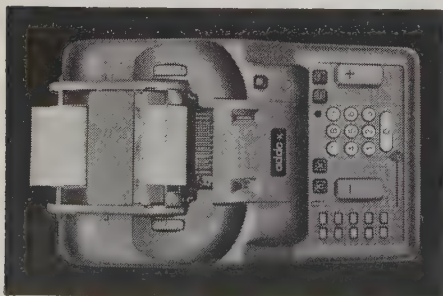


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self was the salesman's first big step to recovery. The road to rehabilitation followed soon afterwards.

Who helps the alcoholic most

It's indisputable that the person, or people, assigned to help rehabilitate alcoholic employees should have a deep understanding of alcoholism and its ramifications. Who is more likely to be of real help to an alcoholic than a member of AA, who has had prior experience with alcohol's overwhelming influence? In nearly every case, recovered alcoholics have as much or more patience, tolerance and understanding with other alcoholics than many psychiatrists.

Experience has shown repeatedly that small or medium sized companies can use their own AA members with tremendous effectiveness.

For the company without an AA member, there are clinics such as the Yale Center of Alcohol Studies in New Haven, Conn. These clinics give short courses specifically designed to teach people how to deal with alcoholism. Most clinics will actually assist in the selection of a suitable individual to help your company treat alcoholism.

Why is training needed?

The experts say that one who has never indulged in heavy drinking and who does not understand that alcoholism is an addiction has a poor chance of succeeding. These people are unlikely to develop the proper rapport and approach to the alcoholic's problem. Neither are they able to appreciate the fact that alcoholism does not come about strictly because the alcoholic has a weak will.

Case after case shows that the alcoholic does not respond to an offer for advice and council unless he has utter confidence in his advisor. Here the advantages a member of AA offers are quite clear.

What makes an alcoholic?

The alcoholic is driven to the bottle because he cannot cope with tension and frustration the way others can.

At first glance, it would seem that the kind of people who are alcoholics differ widely. Some are outgoing, extrovert types with a great deal of personal charm.

Others appear to be quiet

own, depressed and often hostile. Yet these personal characteristics but different attempts to face stress. Going deeper, psychologists have found that alcoholics have common emotional or psychological needs.

Like everyone, the alcoholic tends to play down disappointments and responsibilities. The difference is that the alcoholic feels he needs a crutch to face these realities.

Fear is the alcoholic's greatest enemy. It manifests itself in resentments, jealousies, frustrations or envy, but basically the alcoholic is afraid he cannot live up to what others want from him. In the haze of false security of alcohol's influence, these fears fade away.

The bottle becomes the alcoholic's first line of defense in difficult periods, his way of fighting back, rationalizing away the difficulty. It's the sickness. The cure begins when the alcoholic realizes his own personal strength and uses it instead of the crutch of alcohol.

Company cooperation

The alcoholic needs complete cooperation from the company if he is to recover. Here's an example of what can happen if one person in a company forgets how serious the problem is.

A man was about to be fired from a company. He had already lost his driver's license and his wife had threatened divorce. This, along with many other troubles, was the shock he needed to admit he was messed up.

After a talk with his foreman, he decided to give AA a try. He attended meetings regularly and stayed sober for four months, only to have a disastrous backslide. He was drunk, wrecked his car and was arrested for drunken driving and driving without a license.

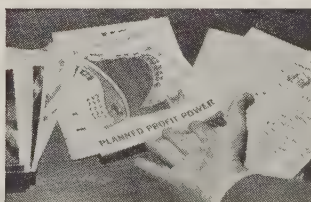
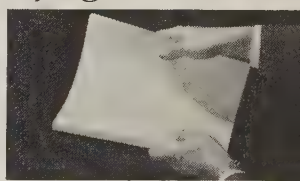
At the city jail, he told an AA member that "friendly" little jokes were going around about his shift in sobriety. He wasn't strong enough yet to shrug off the jokes. He used his time-tested method to forget: drinking himself to oblivion. The foreman was told about the man's reason for backsliding. The foreman admitted that he may have told "one or two" jokes about the man's difficulty. Realizing his



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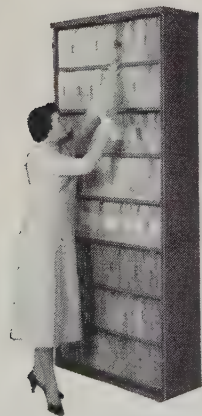
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mistake, he apologized and volunteered to help get the man out of his jam.

The man had not lost the desire for sobriety, so he repaid the foreman by staying sober and becoming a dedicated worker. Says the foreman now: "I've learned what I have to do. If the reformed drinker wants to tell the boys about his difficulties and how he licked them fine. Talking about it may help him. But I'm going to let *him* do it."

Rehabilitation cost

It costs surprisingly little for a company rehabilitation program.

In most companies that have programs to help alcoholics recover, the average cost is about \$100 per year per patient. This cost is minimal when you consider savings in waste, absenteeism and accidents.

Not all company rehabilitation programs depend heavily on Alcoholics Anonymous. Consolidated Edison in New York, for instance, has a plan based on medical and psychiatric professional treatment.

Allis-Chalmers has a program built around a company committee of department heads and an AA counselor.

AA offers two booklets to help employers fight alcoholism in their companies. For free copies of "The Alcoholic Employee" and "AA's 44 Questions and Answers about the Program of Recovery from Alcoholism," circle number 231 on the Reader Service Card.

These are the facts:

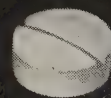
- Alcoholics lose from 20 to 30 working days a year.
- Alcoholics have twice as many accidents as non-alcoholics.
- Alcoholics are notably less efficient than non-alcoholics.
- Alcoholics, experience shows, often show very poor judgment.
- Alcoholics seriously affect the morale of those around them.

Added together, alcoholics cost American business over one billion dollars a year.

Take the positive actions outlined in this article and you're well on the way toward cutting the high cost of alcoholism in your company. ■

Reprints of this article are available. See page 100.

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Businessmen today generally live in a climate of tension. Most executives are reconciled to living with it; the menace to their health and efficiency notwithstanding. In fact, some even go so far as to glorify tension as requisite to proper performance. This is sheer rationalization.

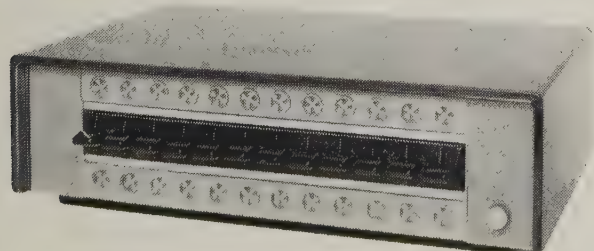
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If you stop to think about it, you'll find that you can solve a surprising variety of business problems with a camera. And chances are you can do the photography yourself. An article in the February issue of *MANAGEMENT METHODS* offered 32 examples of how both still and motion photography can be used profitably in business. Because of the unusual interest in that article, here are 17 more examples, gathered from companies in all parts of the country.



17
more
ways

to use a
camera

in your
business



There is no limit to the ways your camera can help you
raise profits, lower costs and improve business methods.

SALES BUILDING IDEAS

Graphic sales tool



If it's sales ideas you're after, try including low-priced cameras in your salesmen's traveling kits.

The 175-man sales staff of Brown-Forman Distillers Corp., Louisville, Ky., snaps everything in sight when it calls on dealers. Ideas on film funnelled back to headquarters range from fresh, new approaches to point-of-sale display to promotional gimmicks—like the midget used in a recent campaign.

If you use a similar technique in your company, you'll be assured of a steady flow of ideas and suggestions. And if you have enough material to choose from, your chances of coming up with a really hot promotion are that much improved.

Spread the word—with pictures

With pictures you can quickly follow up on a novel retail approach before the idea grows stale.

Store managers of the Frank's Shoes chain get the word—and the picture—fast when one store has an outstanding display. A picture of it is taken and prints are sent immediately to all store managers. They can quickly and accurately adapt or copy the idea for their own outlets while it's still timely and sharp.

This kind of visual reporting needn't be limited to displays. You can use it to speed product news, promotion details, demonstration facts—even advertising previews—to your retailers quickly, economically and concisely.

Proof of need

Put your camera where the trouble is if your customers need persuading.

One major auto equipment company had no end of difficulty showing customers the damage resulting from faulty shock absorbers. So they did the next best thing to taking customers for a ride on the axle—they

mounted a surplus army gun-camera beneath a test vehicle. The resulting movie footage became the customer's proxy eye view of why good shock absorbers are a must.

You can use the same camera idea to show your customers the difference between using and not using your own product.

Quick story teller

Photography will speed communication in any widespread retail network.

The Magnavox Co. finds it indispensable in getting its story across to the 7,000 retail salesmen handling their products all over the country. They are kept posted on the latest suggested selling techniques and current product information via color slide shows circulated to each branch sales office.

You can put similar slide shows to work for you to insure a direct, continuing flow of information to distant retail sales points.

COST CUTTING IDEAS

Thief deterrent



If pilferage is on the rise in your plant or office you can check it with hidden cameras. Banks use them now to discourage would-be Willie Suttons (estimated annual take: \$1.8 billion).

One Cleveland bank had a robber trio behind bars just a few hours after the holdup. One of the men, seeing himself in the act on TV at a local tavern, meekly gave himself up on the spot.

The beauty of the hidden camera gambit, though, is not that it will help catch thieves. More important to you, it will keep them from thieving at all.

Plant some unseen cameras at critical points in your plant. Then let your people know they have been installed. The cameras—and the potential thieves' fear of discovery—will do an effective deterring job for you.

(Continued on page 88)

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Low-cost movies can keep executives, stockholders and the public informed about a company's multifaceted operations.

The all-seeing eye

Photography and chemistry can combine to keep you informed about faulty equipment. They're especially valuable in those hidden areas where the human eye can't follow.

Movie cameras, for example, have been used to snoop out causes for jet fuel leaks in missiles. Surfaces coated with acid-reacting paint are photographed during flight as red, fuming nitric acid fuel hits them.

Are there hidden surfaces in your equipment—or products—that could benefit from this kind of snooping?

Productive self-criticism



Consider using your employees' production know-how—via movie film—the next time a bottleneck develops in your factory.

Her Majesty Underwear Co., Mauldin, S.C., began a work simplification program built around employee evaluation of time-and-motion films. Now when a production snarl occurs, regular-speed and slow-motion movies of it are made. Employees study the films and make up work flow charts. Production experts then analyze the charts and the best ideas presented are used to solve the problem. The time for some operations has been cut by as much as 70% since this system of criticism was begun.

You can show savings in your plant operations, too, if you'll let the camera help you draw on your employees' experience.

Movie reports to managers —and stockholders

To function well, executives must be informed. Low-cost movies can keep them informed. And the movies can be re-used to inform stockholders and others.

At Esso Research and Engineering Co., executives are kept technically informed by color photography.

Through movies, the man behind the desk can feel as if he were peering over the shoulder of company chemists, whether they are battling the yield cutting Sigatoka (banana leaf spot) disease in Jamaica, recording and documenting unusual effects observed in animal experiments, or field testing an experimental lubricant for bus transmissions.

TIME SAVING IDEAS

Production speed-up

Picture new assembly techniques for your production workers in advance and they'll absorb the required changes quickly and easily.

One West Coast aircraft manufacturer shoots engineering prototypes for new electronic assemblies as soon as they are completed. The color photos of new wiring patterns (different colors for different wires) are posted at each production line work station. The former method—slow and costly—was to route a hand-colored drawing from station to station as the unit progressed down the line.

With a camera, you can inform everyone in the line about assembly changes long before the unit reaches them. This allows plenty of time in advance for study and familiarization with new techniques.

Convention report

Take along a camera if you would like to take some of the toil out of convention-hopping.

William R. McMillan, a Westinghouse engineer, always packs a camera with him and lets it do his note-taking. His available light (non-flash) photos detail complex displays and charts without interrupting speakers. More important, they provide stay-at-home executives and technical personnel with a succinct report of what went on.

The next time you attend a convention which you plan to report on back at headquarters, keep your shutter clicking, too.

Aid to plant transport

When you relocate a factory you can avoid a lot of unnecessary headaches if you include a camera in your transport plans.

Thompson Ramo Wooldridge whittled a gigantic production line move down to molehill proportions with a photographic "spectacular." When shifting its complete U-Flex Piston Ring production facility 500 miles across country (from Cleveland to St. Louis) the company ordered camera coverage of everything from machine set-ups to production standards.

As a result, the move was accomplished without missing a beat in production rhythm. High point of

How to blanket a magnificent market—economically

HERE IS AN opportunity to penetrate every decision-making area in a powerful market: the U. S. public school market—with its increasing needs for equipment, construction materials, hardware and hundreds of other items and services.

Here is exactly how to blanket this market with your advertising sales message:

1. 94% of all U. S. public school enrollment is concentrated into only 12,000 of the 44,000 districts which operate schools.

2. SCHOOL MANAGEMENT magazine is the *only* publication that can put your advertising sales message into every one of these 12,000 school districts. And it is the only publication which does not waste advertising dollars on the 32,000 other districts which have only 6% of the total U. S. pupil enrollment!

3. Moreover, within the 12,000 key districts, SCHOOL MANAGEMENT reaches the *entire* decision-making group. SCHOOL MANAGEMENT is read by practically . . .

... every single superintendent
... every single school board
... every single business manager

Through SCHOOL MANAGEMENT you can totally blanket this growing market with your advertising — without waste. Write today for a free report giving a comprehensive analysis of the school market—including detailed information on major buying influences, size of the market, profit opportunities, people and organizational groups with buying authority. Simply write on your letterhead to SCHOOL MANAGEMENT, 22 West Putnam Avenue, Greenwich, Connecticut. Ask for Report C.

SCHOOL MANAGEMENT

22 W. Putnam, Greenwich, Conn.

Publications of School Management Magazines, Inc.:

SCHOOL MANAGEMENT • SCHOOL OFFICE EQUIPMENT
SCHOOL CONSTRUCTION SERVICES

Checklist of some of the products and services purchased by the growing school market:

Air conditioners
Audio visual aid equipment
Building hardware
Buses
Cafeteria/kitchen equipment
Cars and trucks
Classroom furniture
Communications equipment
Fine arts materials
Flooring materials
Glass and plastic
Gymnasium and playground equipment
Heating and ventilating equipment
Home economics equipment
Insurance
Laboratory equipment and supplies
Lighting and electric supplies
Lumber and wood products
Maintenance equipment and supplies
Musical instruments and supplies
Office furniture, equipment and supplies
Plumbing materials
School ground surfacing materials
Shop equipment and supplies
Structural materials and supplies
Textbooks
Wall and ceiling coverings
Windows and skylights

the photo-spectacular: a cinematic production by Cleveland industrial engineers that documented work flow, job specifics and production standards at each machine location.

Photo memos

A loaded camera can relieve you of the job of writing lengthy memos.

John E. Thompson, president of Reliable Packing Co. in Chicago, is a strong supporter of "snapshot memos." He carries a miniature camera on his periodic trips through the plant. Recently he used it to solve a problem concerning the chilling of meats. Discovering that carcasses were being poorly spaced in the chill room, President Thompson made photos of the situation, showing both what was wrong and how it could be corrected. These photos were sent to the foreman, and the problem was solved immediately.

Any manager can adapt the photo memo technique to sell ideas to subordinates.

PROFIT MAKING IDEAS

Show and tell

One inexpensive way to demonstrate your company's products in action any time, anywhere is through pictures.

Hollymatic Corp., maker of meat-processing machines, outfits all its regional managers with photos of its machine installations. These have been used with great success in demonstrations to prospects.

You can easily supply your regional staff with such simple sales-inducing photographs of your own line of products. All you need is a camera and some film.

Sales promotion, plus



Institutional and sales promotional films can help you reach audiences far larger than you may have thought possible.

The Tractor Group of Allis-Chalmers Mfg. Co. prepares 16-mm films in sound and color that are viewed by seven million people annually. On any given day, these films may bring a schoolboy a spectacular glimpse of a huge dam-building project; introduce a farmer to a profitable new feeding technique; take an

appreciative family group for a trip into Louisiana's bayou country; or help a salesman close a deal for a powerful earth-moving machine.

The total cost for this motion picture program—including payroll, material costs, distribution and all other factors—amounts to about one-twentieth of the firm's advertising budget.

Do you have interesting stories that could be built around your company's products to be used in films like these?

See-for-yourself promotion



Movies of your product in action can be a powerful aid to your new product promotion plans.

One major bank machine manufacturer recently put the operation of its new electronic bank posting unit on film. Salesmen, equipped with the movie and 16-mm movie projectors, visited banks across the country to introduce the unit. Its successful launching was credited largely to the unique see-for-yourself presentation.

This same technique can be employed for any of your products that have visual, in-use stories to tell.

Economical inventory

Costly inventory shut-downs can be a thing of the past—if you use a camera instead.

Plomb Tool Co., Inc., Los Angeles, has neatly sidestepped such bottlenecks by shooting end-on photos of steel bar and rod stock. The office staff then takes inventory from the photos. Result: no inventory shut-down, no costly waste of time.

You can easily take the idea from here and apply it to your own inventory problems.

Employee movie breaks

Lunch hour movies have become increasingly important employee relations tools in many firms.

Executives find, as a result, that employees are more relaxed, their morale remains high and company-employee relations in general are much improved.

Among the biggest users of this movies-for-employees idea are General Motors, Bell Telephone, Dun and Bradstreet and Canada Dry. How about your own company? ■



NCR PAPER
is preferred by
cost-conscious
businesses
everywhere
because it produces

MULTIPLE COPIES *without* CARBONS

NCR PAPER SAVES MONEY.

The price of NCR Paper is sometimes higher than forms with carbons, but the time saved and other advantages far exceed any increase in price.

NCR PAPER SPEEDS HANDLING.

Repeated testing proves the average clerical worker can do 30% more work per day if he works with forms on NCR Paper! NCR Paper eliminates the need for carbon paper handling and disposal.

NCR PAPER WON'T SMEAR.

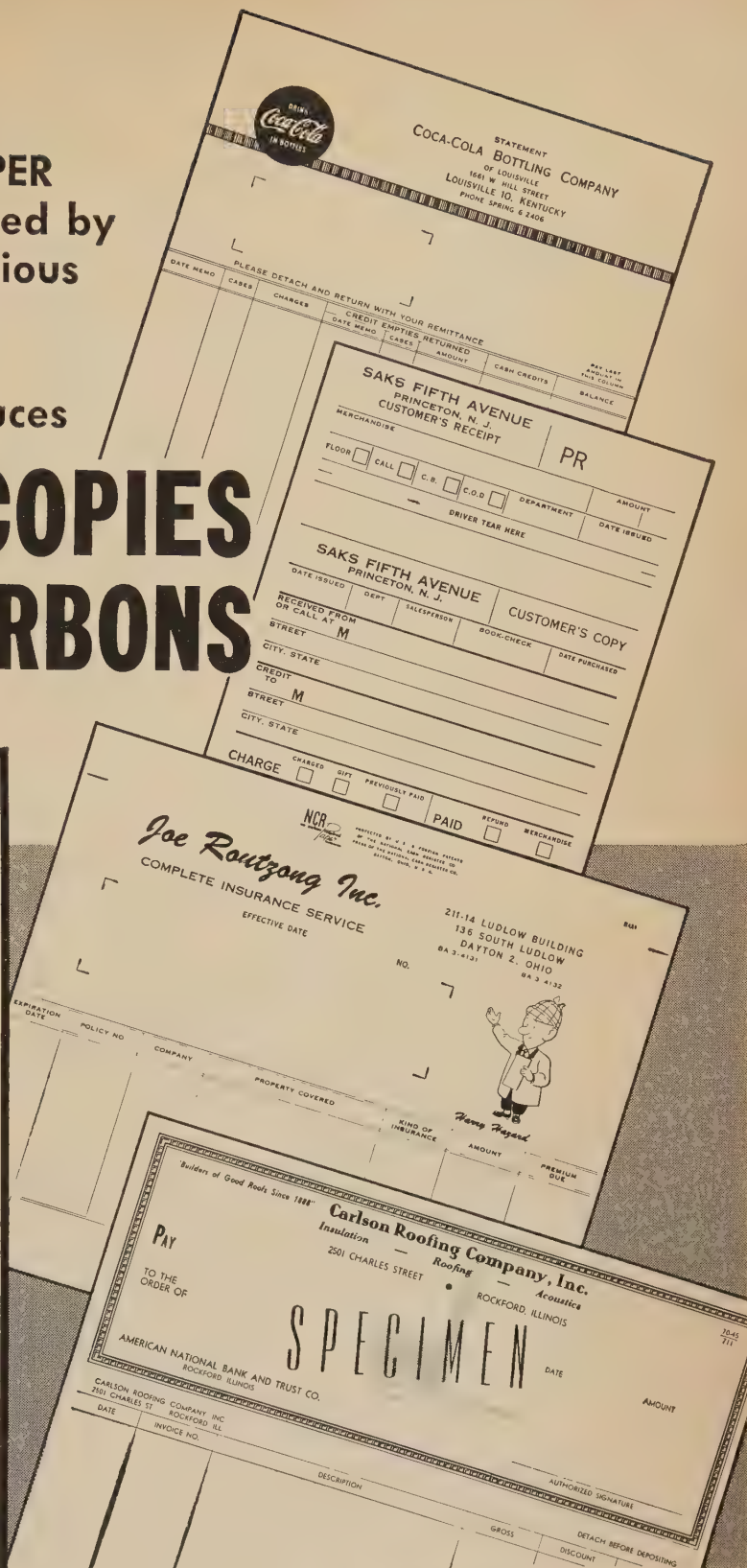
Regardless of the number of times a copy may be handled, the print will not smear or smudge. Because it eliminates carbon paper, NCR Paper will not soil hands or clothing.

NCR PAPER PREVENTS ALTERATIONS.

NCR Paper can be erased—but not without detection. This built-in protection makes it one of the safest papers available for business forms.

NCR PAPER IS EASY TO USE.

It produces up to 5 copies merely from the pressure of a ball point pen or pencil, and 8 or more copies with a business machine or typewriter.



NCR Paper is ideal for all types of business forms! Call your local printer or forms supplier today, and he'll be glad to provide you with free samples.

ANOTHER PRODUCT OF

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 76 YEARS OF HELPING BUSINESS SAVE MONEY

(Circle number 165 for more information)

**NCR PAPER
ELIMINATES
CARBON PAPER**

THREE WAYS TO SELL BANKING SERVICE

- *1. Run an all-out sales campaign and reward staff performance.
- *2. Strengthen customer ties at special occasions.
- *3 Recognize employee faithfulness.

*STIMULATION → W&A customized jewelry!



WILLIAMS & ANDERSON CO.
INDUSTRIAL DIVISION
Emblem Manufacturers since 1901
14 Third Street, Providence 6, R. I.

(Circle number 152 for more information)

Mr. Manufacturer:

Expand your distribution facilities with no capital outlay

No real estate investments, no payroll, no maintenance with AWA's *instant* warehousing service. No lease commitments, either. For flexibility and economy, public warehousing is the profitable answer. Investigate the AWA Pay-as-you-use Plan.

Write for Free Directory listing locations and space availabilities to fit your needs

AWA 512 Members Offering
1,273 Distribution Centers,
Merchandise Warehouses
& General Storage Facilities
American Warehousemen's Association
222 W. Adams St. • Chicago 6 • Randolph 6-5550

(Circle number 105 for more information)

Showmanship

(Continued from page 54)

man who, searching for a dramatic way to highlight the rapid turnover of his line, found ideal props in a coin, a pack of cigarettes and a rubber ball.

"Using only your forefinger," he challenges a prospect, "try to turn over each of these items."

As the dealer struggles with the problem, the salesman continues: "The coin that's giving you so much trouble represents an unknown line; the cigarette pack is one that people have heard of. But the ball that rolls so easily is the line I'm speaking about. Because of our advertising and well-known quality, it will turn over faster and

Can he feel the difference?



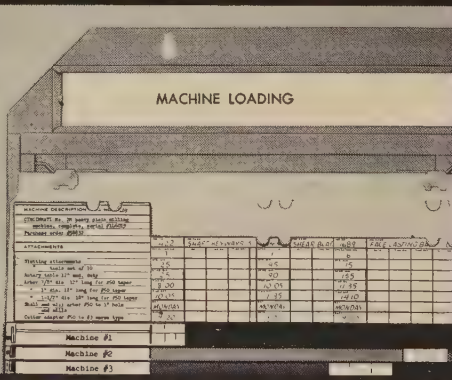
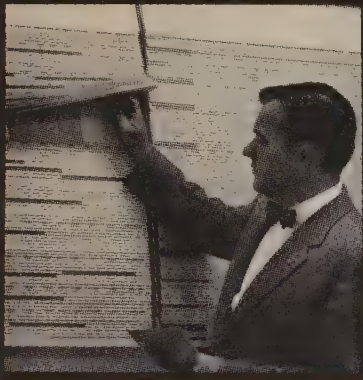
easier than any of the others. And that means more money for you."

Somewhere among the benefits you have to offer, there is one—or more—that can be made similarly concrete. Find it and let your prospect touch it, feel it, handle it. In a surprising number of cases, he'll do your selling for you.

A salesman for a paper container manufacturer enters prospects' offices armed with two containers of coffee. He asks the prospect to sip from the first without identifying it as his own. After the smile of satisfaction has disappeared from the buyer's face, the salesman offers him the second. That second sip is always followed by a grimace.

"It's the plastic coating in our container that makes the differ-

NEW LOW-COST WAY TO RAISE OUTPUT



Acme Visible Planning Panels make it easy to stay on top of your shop

Timing is the essence of high production at low cost. And Acme Visible Panels make it easy for you graphically to plan, schedule and follow through every job. Machine loading. Personnel assignment. Shipping. Data cards in pockets keep essential facts at your fingertips. Visible margins portray your scheduling and work progress at a glance. Send for full facts.

ACME VISIBLE

Acme Visible Records, Inc.,
1203 West Allview Drive, Crozet, Va.
Please send free booklet on production planning and control panels.

NAME _____
COMPANY _____
ADDRESS _____
CITY _____ STATE _____

(Circle number 101 for more information)

ence," he explains, then goes on to button up the sale.

A book agent carries a leather-bound volume as a sample. No sooner does he gain entree to a prospect's home than he whips out the book and says, "Smell that! Genuine leather—and only seven cents a day!"

True, not every product lends itself to demonstration through the senses of taste and smell, but more do than most salesmen suspect.

It is almost an axiom of the food business to offer a retailer a taste of the product he is being asked to stock. But what about the paper salesman who tells his prospects, "Taste it," thus emphasizing the purity of his merchandise? Hasn't he successfully adapted a demonstration technique from another field and made it his own?

What of the auto dealer who draws attention to the "new-car" aroma of the upholstery to fashion-conscious wives of prospects? Isn't he pointing out a novel way of *experiencing* the prestige of owning his product?

The salesman who overlooks any technique that will make his prospect aware of his product's advantages is cutting his own income.

On the other hand, the man who constantly searches for ways to capitalize on his product's built-in drama—either by drawing on his own imagination or borrowing from other fields—is assured of an attentive audience. And an attentive audience is a buying audience.

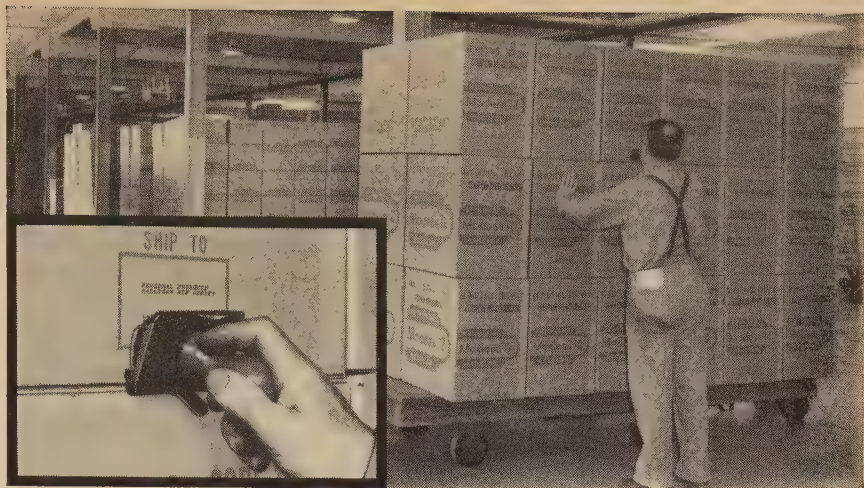
In a golden nutshell:

■ Examine your product to discover its unique advantages. Is it made by a special process? Does it work in an offbeat way? Can it do something nothing else can?

■ Ask yourself how these advantages can be most appealingly experienced. Through the eyes? Ears? Hands? Nose? Tongue? The more senses engaged by a demonstration, the better.

■ Tailor your demonstration to the senses you choose. Should your product be magnified? Miniaturized? Explained in terms of "props"? Can you show what it does *not* do (make noise, add to discomfort, create a bad odor)?

"Tell 'em to sell 'em" goes an old selling maxim. To which we might add, "Show 'em to sell more." ■



Using Weber "Hand Stenciling" System

PERSONAL PRODUCTS CORP. CUTS SHIPMENT ADDRESSING COSTS 43%

one man addresses 36 cartons in less than one minute

Quality and cost-conscious Personal Products Corp., prepared a detailed Cost Improvement Report. It showed their current addressing method took 7/100 minute per carton. In addition, it was a two-hand operation requiring substantial capital investment in addressing equipment.

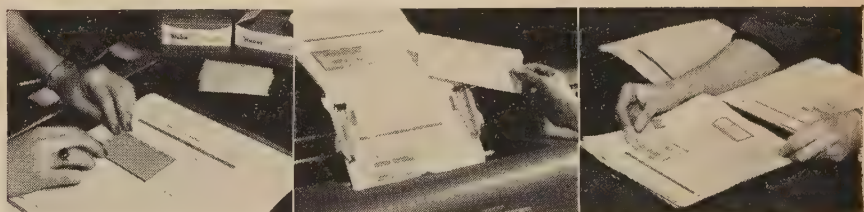
A comparative test was made using Weber touch-stenciling. The result: addressing time was cut to 4/100 minute per carton . . . almost in half. And, the Weber system required no expensive equipment.

The Weber Tab-on stencil method was adopted, then there was a surprise! The one man doing all shipment addressing was addressing 30% faster than the Cost Improvement Test indicated. Using semi-live skids holding 36 cartons, he was addressing one full skid in about one-half minute. Here's the procedure:

1. Weber Tab-On Stencil is prepared in Tabulating Department. (See photos below)
2. Stencil is sent to shipping, where it is directly placed on a Weber hand printer. Only Weber hand printers have built-in ink reservoir containing fadeproof waterproof ink.

3. Cartons are addressed with a fast-one-hand "touch" motion in a "Ship To" label frame preprinted on carton by carton manufacturer. After addressing stencil is discarded—nothing to file.

Here's how the stencil is prepared by the Tabulating Department as a by-product of the shipping invoice.



Weber "tab-on" stencil, with carbon backing, attaches over Ship-To section of continuous invoice forms by pressure-sensitive edge.

Automatic accounting machines prepare invoice and address stencil simultaneously from punched card records.

Invoice forms are separated and stencil attached to Shipping Department copy. Shipping Dept. uses stencil to mark cartons.

Send for free bulletin on Weber "Touch-Stenciling" methods. Packed with ideas on addressing and marking multiple shipments.

Weber

MARKING SYSTEMS

Sales and Service in
all principal cities

WEBER MARKING SYSTEMS, INC.
Dept. 19-C
Weber Industrial Park
Mount Prospect, Ill.

Send me your bulletin on "Touch-Stenciling" methods.

Company _____

Individual _____

Position _____

Address _____

City _____ Zone _____ State _____

(Circle number 150 for more information)

duction was going along smoothly, but the company's short term lease on the Hallett plant was going to expire in a few months.

PROBLEM NUMBER TWO:

How to finance a new company for growth

After initial success, the firm nearly falters before private investment gives it the capital to grow and diversify.

By August 1956, production of lightweight, low horsepower Diesel engines had begun at the Hallett plant in Inglewood, Calif. The only fly in the ointment was the fact that the lease on the plant was going to run out in four months. American Marc had two choices: either purchase the buildings and facilities, or cease production entirely while Kendall looked around for a new location.

The dilemma was that American Marc had nowhere near the purchase price.

W. Denis Kendall knew that there are several ways a young company can attempt to raise capi-

tal. It can go to the market to try to get public funds. It can approach banks for loans. Or it can seek a private individual. The first course—to make a pub-

lic offering of stock—was out of the question since the company had made such a stock offering less than a year before, and the business was not in a position to successfully launch another public offering. Doors of banks, Kendall found, were closed in his face. Kendall knew that American Marc's future lay in seeking private support.

THE ANSWER

About the time that Kendall was shopping around for private capital, he learned that Arthur Vining Davis, the famous millionaire industrialist, was due to visit Los Angeles.

Through friends in Florida, where Davis lives, Kendall arranged an appointment with Davis, who seemed to take an interest in this new company.

It was a Sunday, early in September 1956, when Kendall and two associates met at American Marc's offices to anxiously await Davis' arrival. They called Davis at his hotel. They learned that Davis, travelling by private plane, was delayed. Instead of landing at Los Angeles Airport, he landed at a smaller field. Kendall finally located him at the Huntington Hotel and spoke to Davis' secretary.

"When will Mr. Davis arrive at the American Marc plant?" Kendall asked the secretary. The reply was polite, but firm. Mr. Davis, because of changes in his schedule, would not be able to visit American Marc. And that seemed to be the end of it.

Charm pays off. Grateful, however, for the courteous manner of Davis' secretary, Kendall sent her a dozen roses.

The next day there was a phone call from Arthur Vining Davis himself. Would Denis Kendall, he wanted to know, join him for cocktails at four that afternoon. Kendall eagerly accepted.

The first meeting was a friendly one with both men exchanging views of business, and Kendall explaining American Marc to Davis. They agreed to meet again the

next day. This time, however, Davis did more probing, and during the conversation said, "There are hundreds of small, new companies like American Marc, Mr. Kendall. Why should I invest in this one?"

Kendall replied: "Mr. Davis, if I have to sell my piano and my automobile I am going to make this company work whether you help us or not."

Davis rose from his chair, walked over to Kendall and extended his hand. "Mr. Kendall," he said, "you and I are partners."

Davis subscribed to 120,000 shares of American Marc stock, and also loaned the company \$500,000. Today, as its majority stockholder, Davis owns 54% of American Marc's outstanding shares.*

Real growth begins. With Davis' investment and loan, American Marc's immediate problems were solved. The Hallett factory was bought. During its first year, the company had sold 33 engines. The next year, it sold seven times that many.

Most of these sales were to the military; the size and light weight of American Marc's Diesels made them perfect for rugged field applications where they could take a beating, be moved about conveniently, and provide a continuous source of precise power.

Despite the fact that the engine had caught on and the company had begun to grow, something disturbed Denis Kendall. Why, he thought, should the Defense Department have to use his engines on generators made by other companies. Why couldn't American Marc produce the entire package?

**The association between Arthur Vining Davis and American Marc has presented a problem. Some financial people question the advisability of having so much of a company's stock in the hands of one man.*

To this objection, Denis Kendall replies, "Should Mr. Davis ever want to dispose of his American Marc stock, I'm sure it would cause no concern to the present stockholders."



tal. It can go to the market to try to get public funds. It can approach banks for loans. Or it can seek a private individual.

The first course—to make a pub-

it takes time, careful planning and sharp management skill.

PROBLEM NUMBER THREE:

How to find the best avenues for profit

Diversification presents appealing roads to a young company, but only a few may return really high profits.

■ When W. Denis Kendall found that his Diesel engines were being used to supplement a larger product—generators—the idea rankled him. It would be far more profitable, he reasoned, to supply the entire package.

So American Marc went into the production, not only of Diesel engines, but of electric generators and generator sets, powered by his own Diesel engines.

Despite success with the Diesel engine and the generators, American Marc's management realized that a continued pattern of steady growth depended on still further diversification. It was not in the manner of the firm's management thinking to diversify for diversification's sake. Management knew that growth had to be along Dieselization lines.

The idea of using American Marc's Diesel engines in industry was definitely catching on. Such industries as refrigeration, construction, commercial marine, and farm irrigation were turning to the new engines. These were all situations in which precise, constant power and lack of maintenance problems, plus durability and economy of operation were crucial factors. Diesels filled these needs.

These were the kinds of industries American Marc's management investigated in search of a sound diversification goal.

THE ANSWER

One day last June, a ruddy, sun-burnt man in his late 30's got out of a small pickup truck, strolled into American Marc's front office and asked to see the company's president. The man's name was F. H.

Creger, and it was a name Kendall knew well. Creger was one of Southern California's foremost producers of wood hulled boats.

Kendall had summoned Creger to explore an idea. It was to build a boat around American Marc's engines.

The idea of a Diesel powered marine pleasure craft was not particularly new. What was new, however, was the use of Diesels for this purpose in the lower horsepower ranges, and the lightness in weight of American Marc's engines.

Kendall commissioned Creger to build a few small pleasure boats that could use the new Diesels. Kendall wanted to see how the public would like this new type boat.

The Creger-American Marc boats were an immediate success and became the talk of boating circles in Southern California. Previously, Diesels had been found only in larger boats, mainly luxury yachts.

Kendall now had a choice to make. One path he could have taken was to sell Creger the engines and let Creger market the complete unit.

When this idea was suggested, Kendall said, "It took me right back to the time we were making Diesel engines for other peoples' generators. Someone would buy our engine, hook a generator up to it, and then sell it, profiting not only on his generator, but our engine as well. So, we decided to make the complete package.

"Were we going to let the same thing happen again with this boating business? American Marc would make a profit—let's say \$80, for example—selling Creger the engine. And then Creger would turn around, put our engine in his boat, sell the whole thing for, let's say \$5,000, and maybe make about \$500 profit. It just didn't seem right."

Kendall's solution: "...so, naturally, I had to buy him out."

Creger's company, while well known, was not big, and Kendall was able to get control of the company for a certain amount of cash and a stock exchange.

Approximately one month after the Creger acquisition, American Marc acquired the assets of Rocket Marine, Seal Beach, Calif., manufacturer of fiberglass boats.

An outboard Diesel. American Marc's management decided to start production of the world's first Diesel outboard motor. It would bring to the Marine field something it had pined for ever since the first Sunday sailor put skiff to surf. It meant a motor that could



run on fuel costing 14 cents a gallon, the absence of fire hazard (since Diesel fuel, unlike gasoline, is non-combustible outside the combustion chamber) and it would give boaters—at a price about 30% higher than gasoline outboards—a motor that could almost be passed from generation to generation like a reliable family watch.

Under the shadow of the rigs of Los Angeles oil wells, American Marc seemed to have struck a vein of solid gold. Orders for more than 60,000 engines already have been received.

On September 3, in an extravaganza worthy of the star-studded area, American Marc introduced its new boating line—which included many radically new designs—at a gala reception for the press, prospective dealers and the financial community at the pool of Los An-

free layout service

...assures better storage facilities for less money

Find out how to store more stock in less space ... what units to buy ... how to make maximum use of each unit to reduce equipment investment ... how to arrange units for fastest stock handling ... proper width of aisles, location of packing benches, and other valuable data by using Equipto's FREE LAYOUT SERVICE. Profit by the aggregate experience of trained Equipto engineers who have designed thousands of layouts of every description.

For simpler layouts, or for those who wish to design their own facilities, Equipto offers a fact-cramped free booklet entitled, "How to Solve Your Storage Problems".

Remember, Equipto Shelving offers 60% faster assembly, instant shelf adjustment, easy rearrangement of components, removal of units intact. Available in four distinct types to suit every design preference or price requirement. Write today for free booklet.



SHELVING



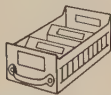
BAR RACK



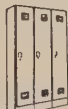
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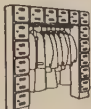
BENCHES



DRAWER UNITS



LOCKERS



EQUIPTO ROBE



STOCK CARTS



EQUIPTO ANGLE

Equipto

615 Prairie Avenue
Aurora, Illinois

(Circle number 161 for more information)

geles' swank Beverly Hilton Hotel. Early that morning, bleary-eyed guests peered from the balconies overlooking the pool area and saw a splendid array of craft—14-foot pastel-colored fiberglass runabouts equipped with prototypes of the world's first Diesel outboard motor; a 17-foot Diesel in inboard and outboard models; a sleek 16-foot catamaran; and in the pool itself, a 24-foot cabin cruiser, a 27-foot fiberglass-over-wood cruiser and a firmly anchored, 30-foot motor sailer, its sails up and billowed by a calm breeze.

That night, the American Marc line of boats—the world's first complete line of Diesel powered pleasure craft—made its public debut.

American Marc was now a contender in the burgeoning pleasure boat industry, and with new features—small Diesel inboard engines and Diesel outboard motors—that offer promise of spiraling sales and growth.

The company had made rapid strides in its nine years of existence. President Kendall points out that American Marc's accomplishments are due largely to the engineers and managers he has been recruiting for the business from the beginning.

PROBLEM NUMBER FOUR:

How to attract the right kind of people

Equally as important to profits as product improvement and diversification was Kendall's choice of good managers and engineers.

■ In the Fall of 1956, sales had begun to shoot up. Arthur Vining Davis' investment had taken a good deal of the financial strain off American Marc.

The production of Diesel engines and generators gave American Marc a slightly expanded product line. And the company was beginning to consider even wider diversification.

But Denis Kendall knew that even with a new idea, a company cannot stand still. The idea itself must be improved and refined. He knew, too, that often, other profitable ideas will develop from the original concept.

But it takes many men—skilled managers and engineers—to improve and refine a product and to diversify into other lines successfully. So while Kendall was thinking about new directions for his young company, he also had to think of ways to build the team that would take him in these directions.

About this time, Kendall was thinking of producing Diesel engines in the 1½ horsepower range. He discussed this idea with the Defense Department and was awarded a research and development contract to work on the new concept for low horsepower Diesels.

The idea this time was to produce a small engine, very light in weight, with opposed pistons—two pistons working back to back in a single cylinder.

American Marc was as yet in its infancy. To develop a new Diesel engine usually takes about five years if you've got good engineers. Experience shows that it can take more time than that.

Up to that time, it was Kendall and less than a handful of men who developed American Marc's engines.

With his new concept in mind, Kendall walked into the engineering division one morning. The morning for hard driving Kendall, incidentally, is a time for what he describes as "tailjabbing." Just as Diesels get the utmost in work from their fuel, so does W. Denis Kendall get the most production from all his employees—and in a way they both respect and admire.

This morning, he began with a semi-compliment. "You're a keen lot," the former member of Parliament told his engineers, "but, blast it, there just aren't enough of you around!"

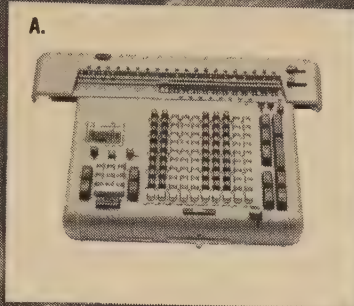
He turned around and said practically the same thing to his then small top management group.

Kendall recognized the problem he had. When you're practically alone in your field, you've got a real job when you start looking for people with the kind of management and technical savvy that's going to make your particular business grow, and meet and beat the competition.

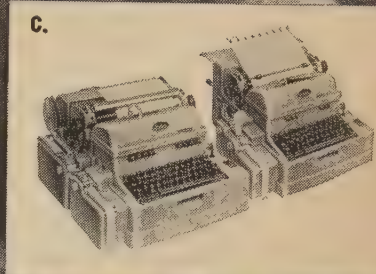
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PRACTIMATION

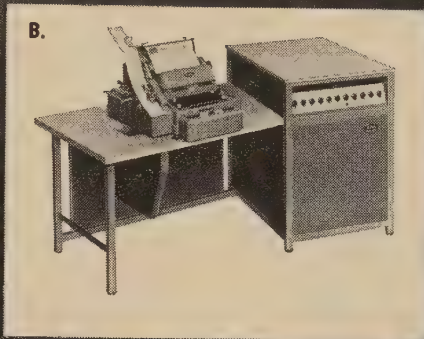
A.



C.



B.



A new word, which means more than automation, for it is the custom-fitted application of today's finest automation equipment to your particular needs...

This announcement is a culmination of Friden's years in integrated data processing. Friden's assumption of responsibility for the most important phase of automation—its practical application.

The first step to PractiMation is a critical analysis of your office. Second, an outline of objectives for increasing its efficiency (without personnel changes). Then, consult your Friden man. He is an expert, and has solved a good many problems like yours. His help can be invaluable.

Next, you need equipment that can be used by your present employees without special training; equipment which is sanely priced, easy to install. And, above all, equipment which is expandable with your business.

Here are some good examples:

A. Friden SBT Calculator—the famous "Thinking Machine of American Business." Touch-one-key simplicity. Performs more steps in figure-work without operator decisions than any other calculating machine ever developed.

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And so, like Englishmen of yore, W. Denis Kendall set out on a crusade.

THE ANSWER

"Swipe 'em."

Kendall is the first to admit to this not-unusual method of personnel procurement.

"In one way or another," he said, "this is what every company does. Why not call a spade a spade?"

Kendall began his crusade for engineers in Europe. After all, wasn't this the place where Diesels were invented? It seemed quite logical—until he got there.

"I found very few engineers in Europe—and, oddly enough, in Germany, the home of the Diesel engine—who were sufficiently acquainted with the most up-to-date techniques and who I felt would be flexible enough to adapt to the modern American way of doing things. So I came right back home to the United States."

Back in this country, Kendall's crusade developed a twist.

"Many of the engineers I spoke to back here," Kendall said, "actually had come over here from foreign countries. There were Europeans, as well as Englishmen, and men from the Far East.

"It was then that I realized what had been happening for the past decade; America was becoming a world center for industrial engineers, as she was with most other things in the sciences, and the arts."

So American Marc got its engineers, and, as it turned out, the company's Engineering Division is what Kendall describes as a "miniature United Nations."

"We've even got one or two Americans," Kendall said.

But there was no searching on distant shores for his management group. These men he acquired from other American companies.

Limited Diesel experience. Although Kendall's management team had wide executive experience, many of them knew little about the business of manufacturing a small, lightweight Diesel engine.

Kendall's thinking about this was that if you've got a good man, it's no problem teaching him a new job. Today, most of American Marc's management group can take apart and put together a



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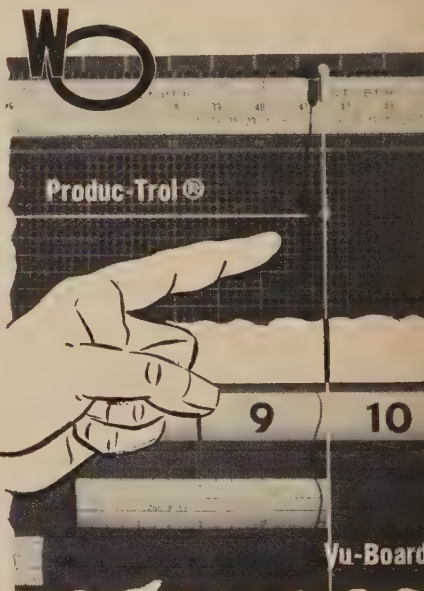
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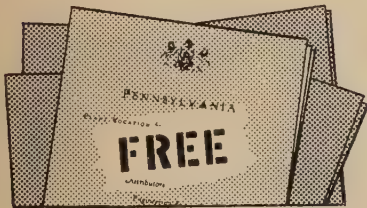
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Diesel engine in about as much time as it takes them to thrash out a top management decision.

PROFILE OF A NEW KIND OF MANAGER

Just 10 years ago, W. Denis Kendall gave up his seat in Parliament. He came to the U. S. with nothing but an idea.

Today, he is president of a multimillion dollar company whose growth seems bridled only by the company’s imagination.

By judiciously watching and waiting, he found the men, the money and the physical facilities he needed to go into production of a small, lightweight Diesel engine. Through determination, managerial skill, and even the use of personal charm, he got the financing necessary to expand. And with alert examination, he found the industries into which he could diversify for maximum profit.

Where is American Marc headed?

Within the next few months, American Marc will start production of another new engine—a 35-50 horsepower Diesel which will first be made for marine pleasure craft. Later, in a different model, American Marc plans to develop this engine for taxicabs, utility trucks, and possibly, though not in the foreseeable future, passenger cars.

Last year, there were more marine pleasure craft than cars sold in Southern California. Kendall claims American Marc will take a big slice of this market. He talks about tests being conducted with the company’s Diesels in the refrigeration units of a huge trucking firm. He mentions the prospective use of more of the company’s Diesel engine-generator sets by the Defense Department.

Kendall also points with pride to the huge factory American Marc is building in North Redondo Beach, Calif., for the company’s Marine Division.

One thing brought American Marc, Inc. from scratch to its position today: the time-tested management methods which W. Denis Kendall has used—methods that can be applied with predictably profitable results in any company. ■

Reprints of this article are available. See page 100.

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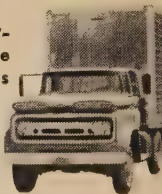


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Many colds are not colds at all—they're simply excuses to stay home. Here's how to cure the so-called "sickness absences" that cut deeply into your company's profits.

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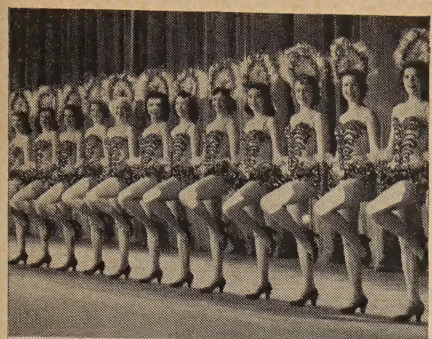
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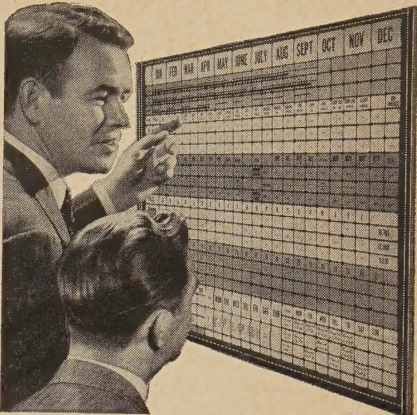
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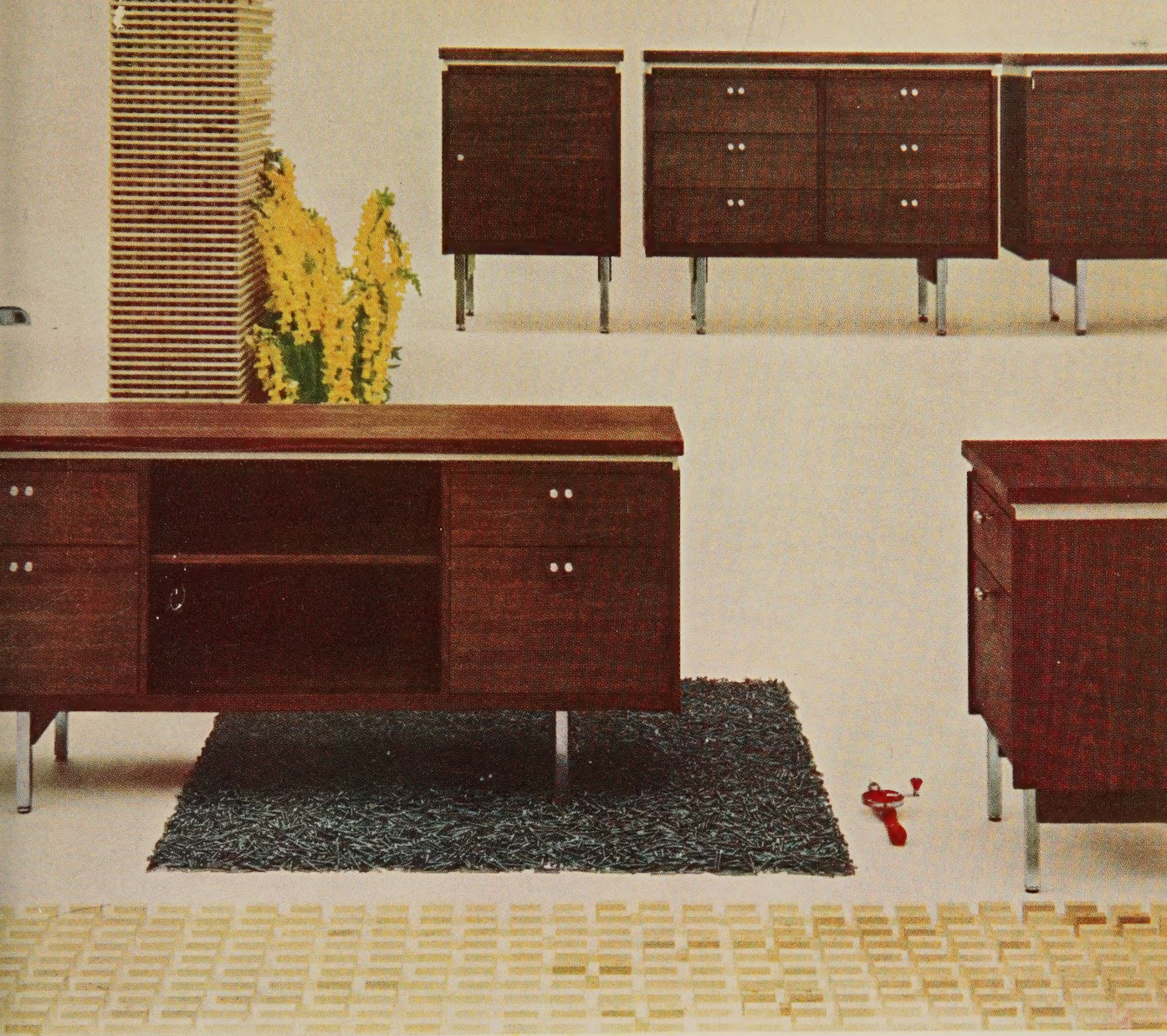
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Agency: Fuller & Smith & Ross Inc.	
152 Williams & Anderson Co.	92
Agency: Horton, Church & Goff, Inc.	
153 Yawman & Erbe Mfg. Co., Inc.	62
Agency: The Rumrill Co., Inc.	

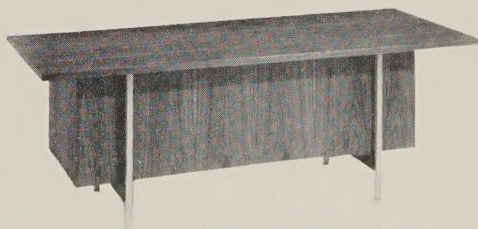
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The Leopold Company: crisp new design in office furniture

The Template Group combines a clean, almost delicate design with the rugged durability that has been characteristic of Leopold desks for over 86 years. Like any of the cabinets pictured, each component is functional when used alone, or may be combined with others in the group.

To make this advance styled furniture affordable even for the general office, it is being factory produced in quantity. You may obtain a free illustrated brochure from the Leopold Company, Burlington, Iowa.



In addition to cabinets and double pedestal desks, The Template Group includes executive and bi-level L desks, conference desks and chairs.

The group is now on display at dealer showrooms listed on the facing page.

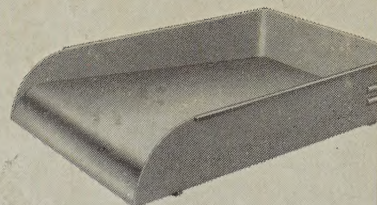
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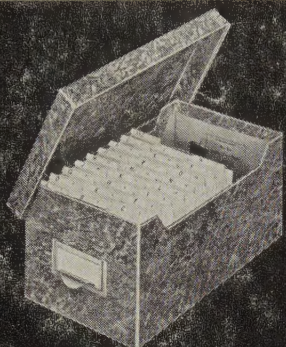
Fiberlite wastebasket is light as a feather—wears forever. Fiber-glass reinforced, easy to clean, always looks new.



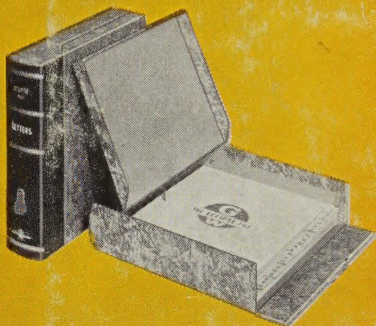
Every Day® files speed sorting and filing—give your office a systematized follow-up for mail, etc.



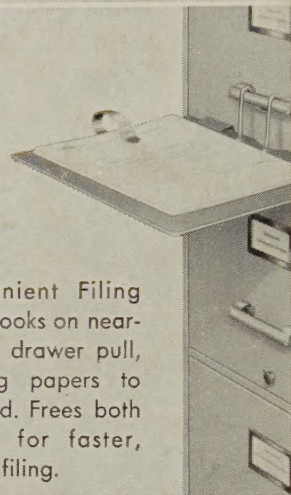
Handsome, sturdy Streamliner® Desk Tray holds papers at a slant for faster, easier pick-up.



Agate Card Trays keep important and often-used records at hand. Sturdy slate-blue tray holds 1000 cards.

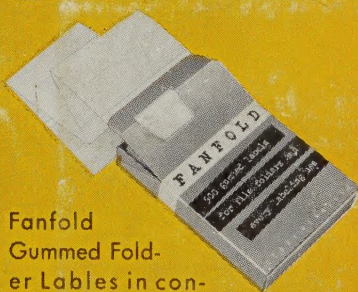


Eclipse Box Files combine neat appearance with service to keep work data and other current material at hand.



Convenient Filing Shelf hooks on nearby file drawer pull, holding papers to be filed. Frees both hands for faster, easier filing.

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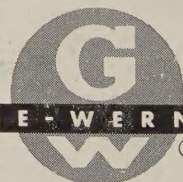


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